Monitoring, Evaluation and Learning Toolkit

To Support Action Plans to Prevent and Counter Violent Extremism

APRIL 2023

Global Programme on Preventing and Countering Violent Extremism

Acronyms

MEL – Monitoring, Evaluation and Learning

NAP - National Action Plan

PCVE – Preventing and Countering Violent Extremism

SAP - State Action Plan

UNCCT – United Nations Counter-Terrorism Centre

UNOCT – United Nations Office of Counter-Terrorism

VE – Violent Extremism

Contact

This Toolkit was developed by UNCCT's Global Programme on Preventing and Countering Violent Extremism (PCVE). If you would like to know more about this Toolkit or the Global Programme on PCVE, please contact us at:

uncct_pcve@un.org

@un_oct | #uncct

www.un.org/uncct

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Introduction

Purpose of this Toolkit

This Toolkit is designed to support individuals and organisations involved in the development and/or implementation of action plans to Prevent and Counter Violent Extremism (PCVE action plans), who would like to:

- Measure and report on the results of their PCVE action plan

- Identify strengths and opportunities for improvement, to inform future updates to their PCVE action plan.

It aims to support individuals and organisations with limited and developing experience in monitoring and evaluation.

Why we created this Toolkit

Since 2018, the United Nations Office of Counter-Terrorism (UNOCT), through the United Nations Counter-Terrorism Centre (UNCCT), has supported local and national governments, and regional organizations, to develop tailored PCVE action plans. UNOCT's approach is outlined in the *Reference Guide for Developing National and Regional Action Plans to Prevent Violent Extremism* (The UNOCT PCVE Action Plan Reference Guide).[1]

During this period, we have identified a notable lack of capacity to monitor and evaluate PCVE action plans, yet many plan managers want to be able to measure their results, and learn about what works and does not work at a strategic level. To achieve this, every PCVE action plan should be supported by a Monitoring, Evaluation and Learning (MEL) Plan, in line with international best practice. Building upon the UNOCT PCVE Action Plan Reference Guide, this MEL Toolkit shares practical steps on how to develop and implement a MEL Plan to support a PCVE action plan.

Who can use this Toolkit?

You do not need to be an expert to use this Toolkit. This Toolkit is aimed at individuals and organisations – such as local and national governments, regional organisations and international and civil society organisations – with little or no experience in monitoring and evaluating. Moreover, we recognize that PCVE action plans are diverse in form and content, and reflect the different needs, aspirations, capacities, and capabilities of different organisations. Therefore, this Toolkit has been designed to cater to organisations at different stages of the PCVE action plan process, and with different requirements and goals. It does not adopt a "one size fits all" approach.

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1   See here: https://www.un.org/counterterrorism/ctitf/sites/www.un.org.counterterrorism.ctitf/files/UNOCT_PVE ReferenceGuide_FINAL.pdf

National and Regional Action Plans to Prevent Violent Extremism

Violent extremism, as and when conducive to terrorism, is a grave threat to peace and security, sustainable development, human rights, and humanitarian action. While traditional counter-terrorism operations have shown some success, they rarely focus on the underlying conditions conducive to the spread of violent extremism and terrorism. For this reason, the UN Secretary General released the *United Nations Plan of Action to Prevent Violent Extremism*[2] in 2015, to provide a renewed focus on the field of PCVE within the *United Nations Global Counter-Terrorism Strategy*.[3] One of the key recommendations of the Plan was for Member States' national governments and regional organisations to develop their own national and regional PCVE action plans.

As outlined in the UNOCT PCVE Action Plan Reference Guide[4], national and regional PCVE action plans provide national governments and regional organisations with the opportunity to demonstrate their commitment and contribution to PCVE. They provide a structure by which national governments and regional organisations can set priorities, coordinate actions, and track progress. They encourage governments to make meaningful changes to policies, support and fund relevant initiatives, and create space for different levels of government, regional organisations and civil society organisations to work together to address the complex challenges of PCVE.

While the UNOCT PCVE Action Plan Reference Guide addresses the national and regional level, we also recognize that PCVE action plans can be developed at the local level by local governments, and at any level by international and civil society organisations. This Toolkit can be applied in all of these contexts.

The Importance of MEL for PCVE Action Plans

What is Monitoring, Evaluation and Learning?

'Evaluation' describes the practice of generating insights into the performance of a plan, strategy, project, programme, or other type of initiative. It helps us to measure and report on the results of what we are delivering and helps to identify our strengths so that we can continuously improve. Monitoring and learning are integral to this process, as monitoring ensures that data is collected on an ongoing basis to inform evaluation work, and learning ensures we take the time to reflect on our performance.

MEL for PCVE action plans consists of the following three elements:

- Monitoring refers to the systematic collection and analysis of data to track the progress of a PCVE action plan.

- Evaluation refers to the assessment of a PCVE action plan's performance, i.e. its ability to achieve results in line with its stated objectives.

- Learning refers to the process by which insights generated from monitoring and evaluation are reflected upon and intentionally used to improve the performance of a PCVE action plan.

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2   See here: https://www.un.org/counterterrorism/plan-of-action-to-prevent-violent-extremism
3   See here: https://www.un.org/counterterrorism/un-global-counter-terrorism-strategy
4   See here: https://www.un.org/counterterrorism/ctitf/sites/www.un.org.counterterrorism.ctitf/files/UNOCT_PVE ReferenceGuide_FINAL.pdf

Is it possible to evaluate an action plan?

You are most likely to have come across MEL in the context of measuring the results of a single initiative such as a project or programme; however, MEL can also be undertaken for a PCVE action plan as a whole.

There are some aspects of a PCVE action plan that can be monitored and evaluated in their own right, for example, looking at how the PCVE action plan was developed, or how successful it has been at involving relevant partners. However, when it comes to measuring outcomes, there will necessarily be a reliance on data and insights from the initiatives included in the PCVE action plan.

As shown in Figure 1 below, most PCVE action plans will incorporate a range of different initiatives that will contribute to one or more objectives in the PCVE action plan. An evaluation of a PCVE action plan will seek to understand the extent to which the objectives stated in plan have been met, which may mean assessing the cumulative results of multiple initiatives. For example, in Figure 1 below, you can see that initiatives 3, 4 and 5 all contribute to PCVE action plan Objective 2. In order to assess the extent to which Objective 2 has been met, it would be necessary to examine the cumulative results of initiatives 3, 4 and 5 as relevant to this objective. This is an important concept to understand upfront, as it will arise throughout this Toolkit.
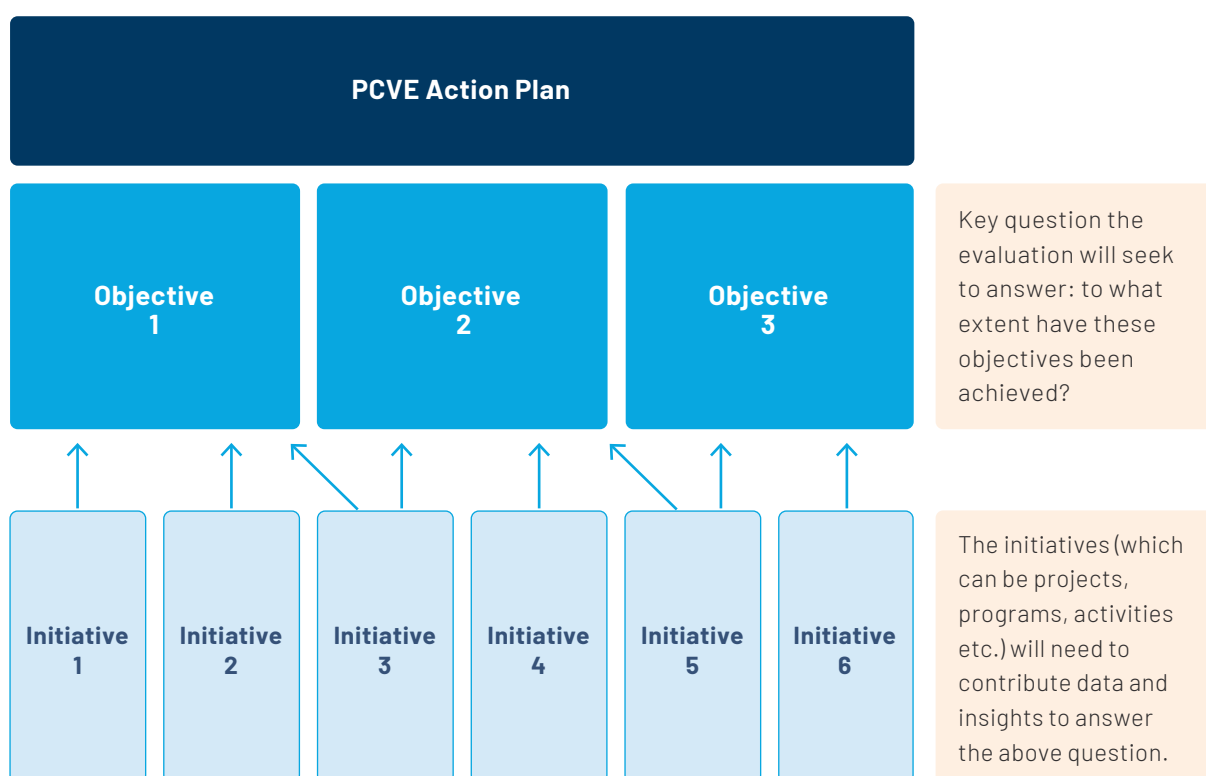
Figure 1 Initiatives' contribution to PCVE action plan objectives

How is Monitoring, Evaluation and Learning relevant for PCVE action plans?

There are three key ways in which MEL is relevant for PCVE action plans, as shown below.

Demonstrating accountability	MEL allows PCVE action plan managers to report on their progress as well as the outcomes that have been achieved under the plan. As a result, PCVE action plan managers can demonstrate accountability to a range of stakeholders within their context, such as senior government officials and other senior leaders.
Informing continuous improvement of a PCVE action plan	MEL allows PCVE action plan managers to identify and reflect on their plans' successes and shortcomings. This in turn allows improvements to be made to future versions of a PCVE action plan. Figure 2 below shows how MEL forms part of the continuous improvement cycle for a PCVE action plan.
Contributing to the evidence base for PCVE	Undertaking MEL at the PCVE action plan level gives us to opportunity to identify 'what works' and 'what doesn't work' in PCVE. When published, these learnings contribute to the identification of international good practice, informing PCVE work both within and outside your national, regional or local context.
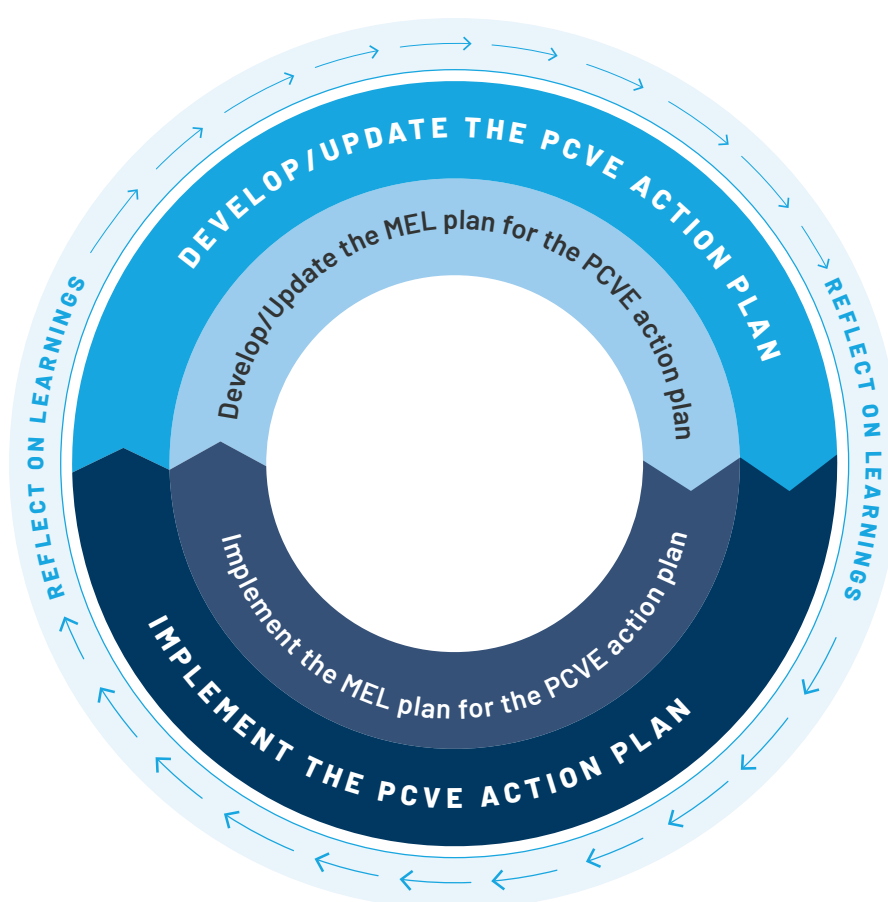
Figure 2 MEL as part of the continuous improvement cycle for NAPs/RAPs

What else do I need to consider?

Human Rights and MEL

The UN Secretary-General's Plan of Action to Prevent Violent Extremism stresses that embracing international human rights norms and standards, promoting good governance and upholding the rule of law are key to reduce the appeal of violent extremism. In order to effectively address the conditions conducive to violent extremism, any PCVE action plan should be grounded in the respect for human rights and the rule of law.

It is important to measure the impact of your PCVE action plan on the respect, promotion and protection of human rights and the rule of law in your context. It is important to look at how the design and implementation of your PCVE action plan integrated human rights, contributed to strengthened national capacities to respect and protect human rights, and supported effective, accountable and transparent institutions. It is also important to consider how your PCVE action plan ensures meaningful engagement of diverse local communities, individuals and groups, including marginalized, and vulnerable people.

Throughout this Toolkit, we will provide practical tips on how to incorporate a human rights-based approach to MEL at each stage.

For more information on human rights in PCVE, you can refer to:

- A/HRC/43/46 (undocs.org)
- A/HRC/33/29 (undocs.org)
- A/HRC/31/65 (undocs.org)

Gender and MEL

The UN Secretary-General's Plan of Action to Prevent Violent Extremism, highlights the importance of incorporating a gender perspective into the design and implementation, and following that, the monitoring and evaluation of PCVE action plans. This helps to ensure that PCVE action plans achieve the greatest results.

Good practice MEL incorporates a gender perspective. This means measuring the results of PCVE action plans for all genders. It is also important to remember that men and women are not homogeneous groups and intersectional identity factors – such as age, religious beliefs, sexual orientation, race, ethnicity, geographic origin, physical and/or mental ability, and socio-economic status – influence peoples' experiences and how they have been impacted by terrorism and violent extremism, as well as measures to prevent and counter violent extremism.

Throughout this Toolkit, we will provide practical tips on how to incorporate a gender perspective into your MEL at each stage.

For more information on gender in PCVE, you can refer to:

- https://connect.unoct-connectandlearn.org/gifp-resources-library
- https://www.thegctf.org/Resources/Framework-Documents/Policy-Toolkits/Gender-and-Preventing-and-Countering-Violent-Extremism

Structure of this Toolkit

This Toolkit is divided into three sections, corresponding to the three distinct phases of MEL shown below. Successful MEL relies on well-considered planning, and for this reason, this Toolkit focuses heavily on the steps involved in Phase 1. Once you have a MEL Plan in place, you will find that Phases 2 and 3 become more straightforward.

PHASE 1	Planning for MEL	Step 1: Create an enabling environment for MEL
		Step 2: Clarify your objectives and actions
		Step 3: Plan to monitor progress
		Step 4: Plan to measure results
PHASE 2	Monitoring and Evaluating	Step 5: Implement data collection activities
		Step 6: Analyse the data
		Step 7: Report on results
PHASE 3	Learning from and Communicating the Results	Step 8: Reflect on and utilize lessons learned
		Step 9: Share your successes

Using this Toolkit

In order to allow the content of this Toolkit to 'sink in' you may wish to work through this Toolkit over a number of days. Phase 1 includes the most amount of content and activities, and as such we suggest working through Steps 1, 2 and 3 together, and then moving onto Step 4, which you may prefer to commence on a separate occasion. Steps 5-9 under Phases 2 and 3 can also be worked through on separate occasions.

Planning for Monitoring, Evaluation and Learning

Step 1: Create an Enabling Environment for Monitoring, Evaluation and Learning

For your MEL Plan to be meaningful and useful, you need to be clear on what you're trying to achieve with MEL and to ensure you have the right structures in place to manage MEL on an ongoing basis. Some key questions you should seek to answer at the outset of your planning process are shown below.

Focus	Key questions
Drivers	• Why would you like to conduct MEL for your PCVE action plan?
Audience	• Who will the results be provided to? • What decisions will the results inform?
Timing	• At what critical points do you need insights into your PCVE action plan's performance?
Capacity	• Do you have any evaluation skills internally? • Are you planning to hire an external evaluation specialist?
Budget	• Have you set aside a budget for MEL?
Governance	• Who will be responsible for developing the MEL Plan? • Who will be responsible for implementing the MEL Plan? • What other stakeholders need to be involved (including other government organisations and civil society organisations)?

Making sure you have the right resourcing for Monitoring, Evaluation and Learning

When considering resourcing, and who will be responsible for developing and implementing the MEL Plan, you should consider what skills and capacity you have internally, and whether you may need to hire an external evaluation specialist. The advantages of developing and implementing MEL Plans internally include cost savings, internal capacity building and drawing on a deep understanding of internal priorities. The advantages of utilising external expertise include the ability to fill skill or capacity gaps quickly and to provide a layer of independence that can be viewed favourably when communicating results.

Ultimately, it is important to recognize that developing and implementing a MEL Plan requires a time investment and needs to be resourced appropriately. It is good practice to allocate between 3-10 per cent of total resourcing to MEL – in this case that means 3-10 per cent of all resources dedicated to developing and implementing the PCVE action plan, including funds provided to initiatives that sit under the PCVE action plan.

In addition, it is important to consider whether those responsible for developing and implementing the MEL Plan have relevant human rights and gender expertise, to ensure the MEL Plan adopts a human rights-based and gender-responsive approach.
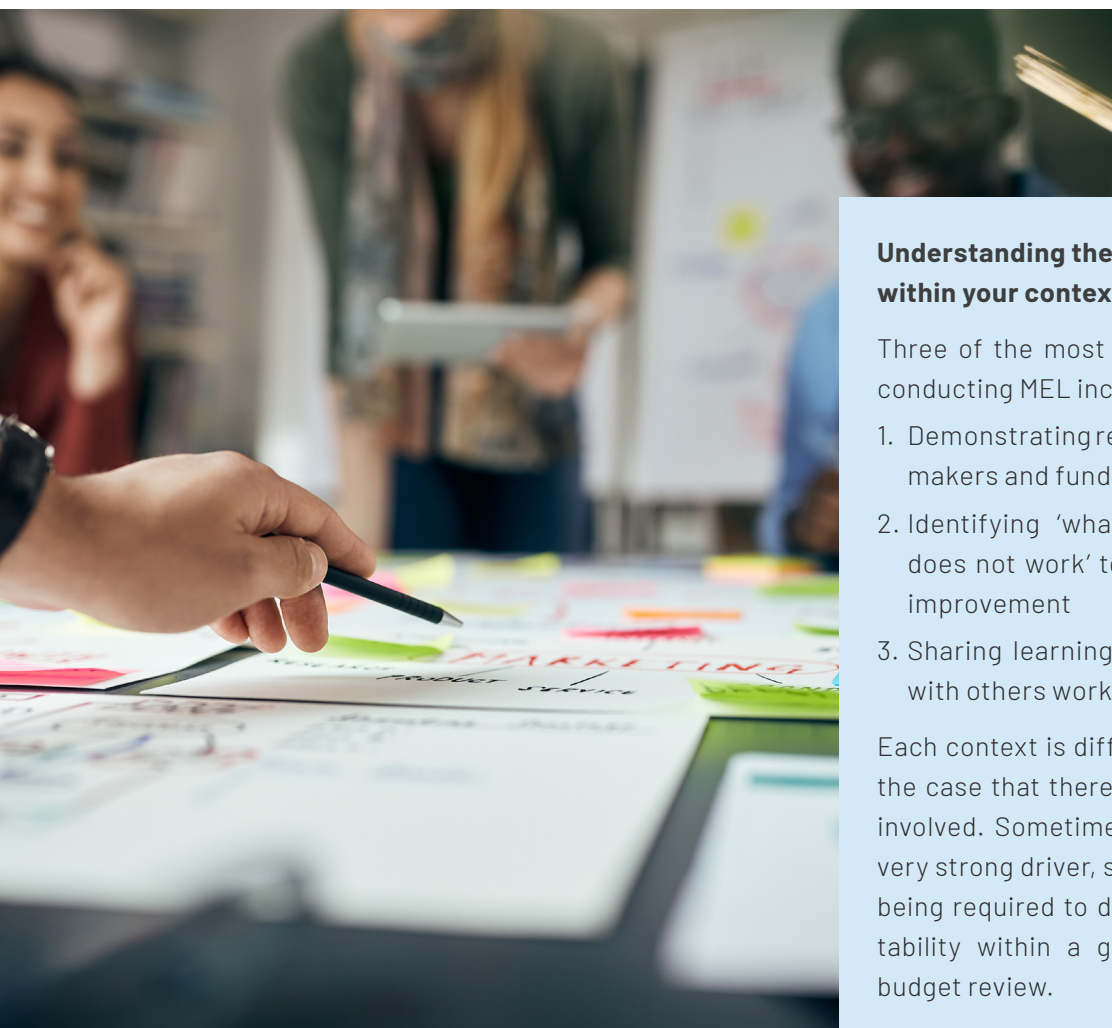
Understanding the drivers for MEL within your context

Three of the most common drivers for conducting MEL include:

1. Demonstrating results to key decision makers and funders
2. Identifying 'what works' and 'what does not work' to inform continuous improvement
3. Sharing learnings and best practice with others working in the field

Each context is different, but it is often the case that there are multiple drivers involved. Sometimes there may be one very strong driver, such as an evaluation being required to demonstrate accountability within a government audit or budget review.

Incorporating human rights considerations and a gender perspective from the start

Some key questions to ask at this stage include:

- Do you need to report your performance under the PCVE action plan against any national or international standards on gender?

- Do you need to report your performance under the PCVE action plan against any national or international standards on human rights?

- Is there a gender balance in your MEL team? That is, do you have men and women evaluators?

- Do those responsible for developing and implementing the MEL Plan have gender expertise? Do they have experience working with representatives of relevant government bodies (e.g. Ministry for Women), and repre-sentatives from civil society organizations focusing on gender?

- Do those responsible for developing and implementing the MEL Plan have human rights expertise? Do they have experience meaningfully engaging individuals and groups who may be marginalized, vulnerable due to their status or situation, or discriminated against, including people with disabilities?

Activity #1

Now use the template at Annex 1 to document the enabling environment for MEL for your PCVE action plan.

Step 2: Clarify your PCVE Action Plan's Objectives and Activities

Monitoring and evaluation seek to measure progress and results, and this can only be done if we are clear on what success looks like. Success is primarily defined by the extent to which we have achieved what we were aiming for and done what we said we would do. That is why, in the UNOCT PCVE Action Plan Reference Guide[5] , it is suggested that a PCVE action plan should include:

1. A clear set of objectives outlining what the PCVE action plan aims to achieve

2. An implementation roadmap setting out planned activities which align to the stated objectives

If a PCVE action plan is not clear about what it is trying to achieve (objectives) and what it is going to do to get there (activities) then there is no basis upon which to conduct MEL. The table below shows how these two elements link to the concepts of 'Process Evaluation' and 'Outcomes Evaluation'.

Evaluation focus	Definition	Application to the PCVE action plan context	Elements the PCVE action plan must include to enable evaluation
Process evaluation	Determines whether activities have been implemented as planned	Have we delivered all the activities we committed to in our PCVE action plan?	An implementation roadmap setting out planned activities
Outcomes evaluation	Determines whether objectives have been achieved	Have we achieved the objectives stated in our PCVE action plan?	A clear set of objectives associated with the planned activities

If your PCVE action plan is missing either of the two elements described above, or these require updating, this should be addressed before proceeding with the remainder of this Toolkit.

> **Evaluating a plan versus evaluating a programme or project**
>
> As noted at the beginning of this Toolkit, evaluating a plan requires a different, more strategic approach when compared to evaluating a single programme or project. You may have come across terms in classic programme evaluation such as 'Theory of Change' or 'Programme Logic' which are tools used by evaluators to define what a programme or project is aiming to achieve. In the case of a PCVE action plan, the plan's objectives and activities perform this function already. Therefore, this Toolkit will not cover 'Theory of Change' nor 'Programme Logic' development.

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5   See here: https://www.un.org/counterterrorism/ctitf/sites/www.un.org.counterterrorism.ctitf/files/UNOCT_PVEReferenceGuide_FINAL.pdf

Incorporating a human rights-based approach into your PCVE action plan's objectives and actions

When deciding whether your PCVE action plan has a clear set of objectives and an implementation roadmap setting out planned activities, take the opportunity to review the plan from a human rights perspective.

Ask yourself:

- Does the plan identify context-specific drivers of violent extremism related to poor governance, violations of human rights and the rule of law?

- Is the plan consistent with international human rights law norms and standards?

- Are there specific objectives and actions in the plan aimed at strengthening the promotion, respect and protection of human rights in efforts to prevent and counter violent extremism conducive to terrorism?

- Does the plan foresee meaningful engagement with civil society?

Incorporating a gender perspective into your PCVE action plan's objectives and actions

When deciding whether your PCVE action plan has a clear set of objectives and an implementation roadmap setting out planned activities, take the opportunity to review the plan from a gender perspective.

Ask yourself:

- Does the plan acknowledge that violent extremism and terrorism affect women and men differently? Does it acknowledge the role of intersectional factors such as nationality, age, sex, race, ethnicity, religion, gender, mental or physical ability, language, etc?

- Are there specific objectives and actions in the plan that address the unique situations and needs of men and women within the context of PCVE?

- Are there specific objectives and actions in the plan that acknowledge the unique contributions that men and women can make to PCVE?

Activity #2

Now review your PCVE action plan and assess whether it includes a clear set of objectives and an implementation roadmap setting out planned activities. If not, consider how you could update the PCVE action plan. For further guidance, see the UNOCT PCVE Action Plan Reference Guide[2] or contact UNOCT/UNCCT's Global Programme on Preventing and Countering Violent Extremism at **uncct_pcve@un.org**.

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6   See here: https://www.un.org/counterterrorism/ctitf/sites/www.un.org.counterterrorism.ctitf/files/UNOCT_PVEReferenceGuide_FINAL.pdf

Step 3: Plan to Monitor Progress

Monitoring progress is an integral part of managing a PCVE action plan and it ultimately supports evaluation and learning. There are a number of mechanisms you can put in place to assist with this, some of which are mentioned also in the UNOCT PCVE Action Plan Reference Guide[7].

They include:

Appoint a manager to coordinate the PCVE action plan

Violent extremism is a complex phenomenon requiring comprehensive whole-of-government and whole-of-society solutions. For this reason, best practice PCVE action plans will typically cover a range of policy areas, including social services, health, education, employment and the justice system, among many others. This comprehensive approach requires a high level of coordination between relevant bodies, and appointing a PCVE action plan manager is a critical first step in supporting coordination.

In some cases, a national government may have a central government agency (such as a 'Ministry of Interior') which can take default responsibility for coordinating whole-of-government initiatives across all government bodies. In other cases, the appointment of a lead agency may need to be negotiated between the relevant bodies involved. No matter the lead agency, responsibility for PCVE action plan coordination should be made clear through the appointment of a specific staff member to manage the PCVE action plan on an ongoing basis.

Establish a working group to oversee the PCVE action plan

The PCVE action plan manager should establish forums in which all participating bodies can share knowledge and coordinate their efforts towards the common goals of the PCVE action plan. One of the most effective ways to achieve this is through establishing a working group made up of representatives from all relevant bodies, including both government organisations and civil society organisations. Typically, a working group would have regular check-in points, such as quarterly meetings, in which progress towards the goals of the PCVE action plan would be reviewed. This ensures that any barriers to progress are identified early, and that changes can be made to the PCVE action plan as needed.

An example terms of reference for a PCVE action plan working group has been provided at Annex 6, and an example agenda for regular working group meetings has been provided at Annex 7. Where possible, it is best to ensure that the same representatives from each participating body attend the working group meetings on a consistent basis – this supports the development of deeper relationships between representatives over time, and allows the working group to build on discussions each meeting, rather than revisiting previously discussed topics for the benefit of new representatives.

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7   See here: https://www.un.org/counterterrorism/ctitf/sites/www.un.org.counterterrorism.ctitf/files/UNOCT_PVEReferenceGuide_FINAL.pdf

Enable monitoring at the initiative level

As outlined in Figure 1 on page 8, there is a direct relationship between the objectives of a PCVE Action Plan and the initiatives that sit under them. This relationship becomes critical for measurement purposes, as the ability to assess the achievement of the PCVE action plan's objectives will be contingent upon measurement taking place at the initiative level. As stated on page 6, monitoring refers to the systematic collection and analysis of data to track progress, or in more basic terms, 'capturing data as you go'. The PCVE action plan Manager should take a lead role in coordinating with the representatives delivering the initiatives that sit under the PCVE action plan, to ensure monitoring is occurring at that level.

Three key principles to apply include:

1. Establish clear expectations that organisations delivering initiatives under the PCVE action plan will undertake MEL, including through written agreements with them if appropriate.

2. Assess existing MEL capacity at the initiative level and identify how initiatives can be supported to monitor, evaluate and learn, for example by providing funding for them to hire a MEL Specialist if needed.

3. Establish a data management system for the PCVE action plan, for example reporting templates for the initiatives to use consistently, and a results tracking spreadsheet where information and data provided by the initiatives can be collated for future analysis.

Overleaf we have provided two fictional case studies, based on real examples, to demonstrate how governments can effectively plan to monitor progress.

The Government of Rozinya

The Government of Rozinya developed its National Action Plan on Preventing and Countering Violent Extremism (NAP) in 2021. The Plan is coordinated by the Ministry of Interior, which is the central government agency in Rozinya. There is a small team within the Ministry's Department of Community Safety that is specifically dedicated to coordinating the Plan.

In the Government of Rozinya, funding for PCVE is controlled by the Ministry of Interior, and therefore other government agencies delivering initiatives that sit under the National Action Plan have written agreements with the Ministry of Interior regarding the transfer of funds to them. Within those agreements, it is clearly stated that each funded initiative is required to have a MEL Plan, and to report their results to the Ministry of Interior on a quarterly basis.

In addition to outlining these requirements in writing, the Ministry of Interior organizes quarterly NAP Coordination Working Group meetings which are attended by representatives from the funded bodies, which include the Ministry of Health, the Ministry of Social Services, and the Ministry of Justice. At these meetings, MEL is a regular agenda item, with representatives reporting their progress establishing MEL Plans and implementing MEL, as well as sharing their results.

The Ministry of Interior also hired an internal MEL Specialist to work with each of the initiatives and ensure their MEL Plans aligned to the overall MEL Plan for the NAP. The initiatives were then responsible for implementing their own MEL, but had to report their results to the Ministry of Interior on a quarterly basis. The team coordinating the NAP within the Ministry of Interior established a NAP database in Excel, in which the results of each of the initiatives were recorded on an ongoing basis. This meant that the Ministry of Interior had a way to report on the collective achievements of all the initiatives, under each key objective of the NAP.

In the lead up to the 2023 national budget review in Rozinya, the President questioned the need for ongoing funding to be provided to PCVE. The Ministry of Interior hired an external evaluator to review progress made under the NAP and to produce an independent report which could be used to demonstrate the success of the NAP and the need for ongoing funding for PCVE. Thanks to the approach adopted by the team coordinating the NAP within the Ministry of Interior, the external evaluator was able to use the information contained within the NAP database, and conduct a small amount of additional data collection, including interviews with the funded bodies, to produce a report which demonstrated the importance of PCVE funding in Rozinya. Having reviewed the report, the President increased the amount of funding available for PCVE in the 2023 national budget.

The Government of Xania

The Government of Xania launched its National Action Plan on Counter-Terrorism and Preventing Violent Extremism (NAP) in 2016. The NAP includes five thematic pillars: Good Governance, Justice, Economic Development, Education and Gender Equality. A distinguishing feature of Xania's NAP is that it emphasizes localization, by encouraging state-level governments to develop State Action Plans (SAPs) to address violent extremism.

In 2017 a SAP was launched in the state of Thrace. This incentivised the participation of a wide array of Thracian civil society organisations and local government officials to work collaboratively to develop an implementation matrix (outlining planned activities at the local level) aligned to the five thematic pillars of the NAP and their core objectives.

To oversee the Thrace SAP, the State Government of Thrace established the Thrace SAP Coordination Committee comprising one lead representative for each pillar and a representative from the Xania National Government – enabling local coordination as well as coordination between the state and national levels. The Thrace SAP Coordination Committee meets on a quarterly basis.

Each of the five pillars of the Thrace SAP has assigned government bodies and civil society organisations implementing relevant initiatives, and these representatives meet on a monthly basis. This enables coordination at the local level, and allows the pillar leads to report to the Thrace SAP Coordination Committee on progress and results. In addition, each pillar uses a standardized reporting template to capture data and communicate progress and results to the Thrace SAP Coordination Committee. The Government of Xania hired an internal MEL Specialist to build the capacity of local representatives across all of Xania's 10 states to use the template, which has enabled them to provide meaningful inputs.

The Thrace SAP Coordination Committee then takes these data and reports and feeds them to the national level. Remember that the Xania National Government has a representative sitting on Thrace's SAP Coordination Committee, which facilitates this process.

Thrace is one of 10 states in Xania, so this process is repeated in all 10 states. Xania's National Commission for Counter-Terrorism compiles the data and reports from all 10 states to monitor and evaluate Xania's NAP on an annual basis over its five-year duration.

Incorporating human rights considerations into your monitoring

When planning to monitor progress, keep the following in mind:

- Include human rights experts in the working group, such as representatives of relevant government bodies (e.g. Ministry for Human Rights, Ombudsperson, Human Rights Commission), and representatives from relevant civil society organisations focusing on human rights, as shown in the example terms of reference at Annex 6.

- Ensure that progress towards objectives and actions relating to human rights are discussed in each meeting, as shown in the example meeting agenda at Annex 7.

- When enabling monitoring at the initiative level, communicate the importance of human rights considerations to the organisations delivering the initiatives. For example, if you are embedding a reporting requirement for the initiatives, ensure that the reporting template includes a section on the human rights impact of each initiative.

Incorporating a gender perspective into your monitoring

When planning to monitor progress, keep the following in mind:

- Include gender experts in the working group, such as representatives of relevant government bodies (e.g. Ministry for Women), and representatives from relevant civil society organisations focusing on gender and intersectionality, as shown in the example terms of reference at Annex 6.

- Ensure that progress towards objectives and actions relating to gender are discussed in each meeting, as shown in the example meeting agenda at Annex 7.

- When enabling monitoring at the initiative level, communicate the importance of gender considerations to the organisations delivering the initiatives. For example, if you are embedding a reporting requirement for the initiatives, ensure that the reporting template prompts the provision of gender disaggregated data on the reach of each initiative.

Activity #3

Now outline who could be appointed as the PCVE action plan manager and who will need to be involved in the working group. Use the template at Annex 2 to document your ideas.

Activity #4

Now outline how you will enable monitoring at the initiative level. Use the template at Annex 3 to document your ideas.

Step 4: Plan to Measure Results

This step will guide you through the development of a MEL Plan for your PCVE action plan. It includes four key elements, as shown in Figure 3 below.

Figure 3 The four key elements of a MEL Plan

1. Outline what you want to know

Every PCVE action plan is unique, with its own format, content, and aims and objectives. That is why a PCVE action plan's MEL Plan should be tailored to ensure useful insights are generated. To achieve this, it is helpful to formulate a set of key evaluation questions. These are similar to research hypotheses – they are the big questions you want the evaluation to answer. Some example key evaluation questions have been provided overleaf for your reference.

You will notice there are two separate columns of key evaluation questions: one for the PCVE action plan, and one for the initiatives that sit under the plan. This has been provided to help you distinguish between strategic-level evaluation of the whole plan, and evaluation that should take place at the initiative level. This Toolkit will focus on the strategic-level evaluation questions; however, as outlined in the previous step, ensuring that MEL occurs at the initiative level is critical to success.

Evaluation criteria can provide a useful framework for developing key evaluation questions.
Some basic evaluation criteria and key evaluation questions have been provided below to guide you.

Key evaluation questions

	Whole PCVE action plan	**Initiatives sitting under the PCVE action plan**
Design and establishment	• How was the PCVE action plan developed? • What inputs informed the development process (including human rights and gender considerations)? • What structures were put in place to support the establishment of the PCVE action plan?	• How was each initiative designed? • What inputs informed the design of each initiative (including human rights and gender considerations)?
Relevance	• How well does the PCVE action plan align to national or regional priorities on PCVE (including those relating to human rights and gender)? • To what extent is the PCVE action plan consistent with obligations under international human rights law? • To what extent does political will/mandate support the PCVE action plan?	• How well does each initiative align to the focus of the PCVE action plan?

Implementation	• To what extent has the PCVE action plan been delivered:
	  – on time?
	  – within budget?
	  – as intended?
	• What factors have enabled implementation?
	• What factors have made implementation challenging?
	• How have challenges been addressed?
		• To what extent has each initiative been delivered:
		  – on time?
		  – within budget?
		  – as intended?
		• What factors have enabled implementation?
		• What factors have made implementation challenging?
		• How have challenges been addressed?

Effectiveness	• To what extent has the PCVE action plan achieved its stated objectives? • To what extent has the PCVE action plan promoted respect for international human rights law? • What factors have enabled the achievement of objectives? • What factors have made the achievement of objectives challenging?	• To what extent has each initiative contributed to the objectives stated in the PCVE action plan? • What factors have enabled the achievement of objectives? • What factors have made the achievement of objectives challenging?
Partnerships	• How successful have Plan managers been in building partnerships in support of PCVE action plan objectives (including with other government organisations and civil society organisations)?	• How successful have initiative representatives been in building partnerships in support of their initiatives' success?

Activity #5

Now use the template at Annex 4 to confirm your evaluation criteria and key evaluation questions.

2. Identify the kind of evidence you need

Now that you have a set of key evaluation questions, the next step is to identify what kind of evidence you will need to gather to ensure these questions can be answered. Some common types of evidence have been outlined below alongside each key evaluation question. When you are developing the MEL Plan for your PCVE action plan, you should be as specific as you can in the 'Evidence' column. For example, if there is a specific piece of documentation you have, or a specific stakeholder group you know could provide useful insights, these should be clearly noted.

	Evaluation questions	Evidence
Design and establishment	• How was the PCVE action plan developed? • What inputs informed the development process (including human rights and gender considerations)? • What structures were put in place to support the establishment of the PCVE action plan?	• Insights from plan managers • PCVE action plan documentation (e.g. needs assessments, policy briefs, human rights and gender risk and opportunity analyses)
Relevance	• How well does the PCVE action plan align to national or regional priorities on PCVE (including those relating to human rights and gender)? • To what extent is the PCVE action plan consistent with obligations under international human rights law? • To what extent does political will/mandate support the PCVE action plan?	• National/regional policy documents • Insights from plan managers • International human rights conventions • UN resolutions (Security Council, General Assembly, Human Rights Council)

Implementation	• To what extent has the PCVE action plan been delivered:
	  – on time?
	  – within budget?
	  – as intended?
	• What factors have enabled implementation?
	• What factors have made implementation challenging?
	• How have challenges been addressed?
		• Insights from plan managers
		• Insights from initiative representatives
		• PCVE action plan documentation (e.g. budget spreadsheets, action plans)

Effectiveness	• To what extent has the PCVE action plan achieved its stated objectives? • To what extent has the PCVE action plan promoted respect for international human rights law? • What factors have enabled the achievement of objectives? • What factors have made the achievement of objectives challenging?	• Insights from plan managers • PCVE action plan documentation • Insights from initiative representatives • Initiative documentation and data
Partnerships	• How successful have plan managers been in building partnerships in support of PCVE action plan objectives (including with other government organisations and civil society organisations)?	• Insights from plan managers • Insights from partners

Activity #6

Now use the template at Annex 4 to identify the kind of evidence you need.

3. Select appropriate data collection methods

At this step, you will need will need to decide the best way to collect data from these sources. Some example data collection methods have been mapped below, in the 'Data collection methods' column – but it is important to note that these are examples only. Overleaf you will find a list of some common data collection methods. This is not an exhaustive list, but you may like to refer to these for inspiration when selecting data collection methods for your own MEL Plan.

	Evaluation questions	Evidence	Data collection methods
Design and establishment	• How was the PCVE action plan developed? • What inputs informed the development process (including human rights and gender considerations)? • What structures were put in place to support the establishment of the PCVE action plan?	• Insights from plan managers • PCVE action plan documentation (e.g. needs assessments, policy briefs, human rights and gender risk and opportunity analyses)	• Interviews with plan managers • Review PCVE action plan documentation
Relevance	• How well does the PCVE action plan align to national or regional priorities on PCVE (including those relating to human rights and gender)? • To what extent is the PCVE action plan consistent with obligations under international human rights law? • To what extent does political will/mandate support the PCVE action plan?	• National/regional policy documents • Insights from plan managers • International human rights conventions • UN resolutions (Security Council, General Assembly, Human Rights Council)	• Review national/regional policy documents • Interviews with plan managers • Review PCVE action plan against international human rights conventions and UN resolutions

Implementation	• To what extent has the PCVE action plan been delivered:
	  – on time?
	  – within budget?
	  – as intended?
	• What factors have enabled implementation?
	• What factors have made implementation challenging?
	• How have challenges been addressed?
		• Insights from plan managers
		• Insights from initiative representatives
		• PCVE action plan documentation (e.g. budget spreadsheets, action plans)
			• Interviews with Plan Managers
			• Interviews with initiative representatives
			• Review PCVE action plan documentation

Effectiveness	• To what extent has the PCVE action plan achieved its stated objectives? • To what extent has the PCVE action plan promoted respect for international human rights law? • What factors have enabled the achievement of objectives? • What factors have made the achievement of objectives challenging?	• Insights from plan managers • PCVE action plan documentation • Insights from initiative representatives • Initiative documentation and data	• Interviews with Plan Managers • Review PCVE action plan documentation • Interviews with initiative representatives • Interviews with partners • Review initiative documentation and data
Partnerships	• How successful have Plan managers been in building partnerships in support of PCVE action plan objectives (including with other government organisations and civil society organisations)?	• Insights from plan managers • Insights from partners	• Interviews with Plan Managers • Survey of partners

Some common data collection methods for your reference

Data collection methods	Description
Reviewing existing documentation	You don't need to collect new data to answer every key evaluation question. Some questions can be answered through reviewing existing documentation and data related to your PCVE action plan. This might include background documentation on the development of your PCVE action plan (such as needs assessments, evidence reviews and policy briefs), or documentation and data related to the day-to-day implementation of the PCVE action plan (such as implementation plans and data, milestone reporting and budget spreadsheets). It is always helpful to ask yourself whether you have any existing documentation before planning to collect new data.
Collating data and insights provided by the initiatives	In many cases, you will be relying on the initiatives that sit under the PCVE action plan to provide you with data and insights that feed into the evaluation of the PCVE action plan as a whole – this is particularly the case when it comes to measuring the achievement of outcomes. However, accessing data and insights from multiple initiatives can be challenging – it requires coordination, and it is important to ensure that the data and insights are meaningful. This is why it is important to set expectations upfront regarding the need for the initiatives to develop their own MEL Plans in alignment with the PCVE action plan's overall MEL Plan, and to provide data and insights at key points.
Surveys	Surveys can take many forms but are primarily run online these days. Surveys have many advantages, including the ability to reach a large number of stakeholders in a relatively efficient manner, and the ability to collect both quantitative and qualitative data. Quantitative data (i.e. numbers and statistics) can be powerful when reporting on the success of an intervention. Qualitative data (e.g. feedback, stories and examples collected through open-ended responses) can help bring the numbers to life.
Interviews	Interviews are a very common form of qualitative data collection. They are usually conducted as a one-on-one activity between a facilitator and a relevant stakeholder, with the facilitator using a line of questioning established in a discussion guide. They can be run face-to-face, online, or over the phone, and generally have a duration of between 30-90 minutes depending on the length of the discussion guide. Interviews have the advantage of providing rich qualitative data on a single person's impressions of an initiative, which can be used in reporting via case studies, quotes and examples. They can be relatively easy to schedule, since you can ask participants to identify suitable times within a defined period.
Focus groups	Focus groups are also a very common form of qualitative data collection. They are usually conducted by one to two facilitators with a small group of around six to eight relevant stakeholders, with the facilitators using a line of questioning established in a discussion guide. They can be run face-to-face or online, and generally have a duration of between 90-120 minutes depending on the length of the discussion guide. Focus groups provide rich qualitative data, usually in the form of key themes discussed by participants. They have the advantage of reaching multiple stakeholders in one data collection activity; however, they can involve more upfront time to schedule than interviews, and you will need to consider stakeholder availability to participate at the scheduled times.

Activity #7

Now use the template at Annex 4 to list your selected data collection methods.

✂️ 4. Set up a data collection plan

The final element of establishing a MEL Plan is to develop a data collection plan. Now you are clear on your data collection methods, you need to define who will be responsible for collecting the data, when and how. This is particularly relevant if you are planning to collect primary data that requires the participation of stakeholders (e.g. surveys, interviews, focus groups) and when you are relying on the initiatives that sit under the PCVE action plan to provide you with data. A data collection plan template has been outlined below with some examples shown.

Data collection method	Mode	Target number of participants	Data collection tool	Timing	Responsibility for collection	Recruitment/ access strategy
Interviews with plan managers	One-on-one Phone 60 mins	10	Discussion guide	October 2025	External evaluator	Email sent requesting participation Evaluator to follow up to schedule convenient times
Survey of partners	Online 10 questions 5 mins	20	Survey instrument	October 2025	External evaluator	Email sent requesting participation
Review PCVE action plan documentation	-	-	-	September 2025	External evaluator	Plan managers to provide
Review national/ regional policy documents	-	-	-	September 2025	External evaluator	Google search Plan managers to provide

Activity #8

Now use the template at Annex 5 to build your own data collection plan.

Monitoring and Evaluating

This section of the Toolkit will take you through implementing your data collection activities, analysing the data, and reporting on the results. This is where all the work you put into your MEL Plan will come together, and you will see how planning makes implementation very straightforward.

Step 5: Implement Data Collection Activities

With the benefit of your data collection plan, you can now go ahead and implement your data collection activities. Some key points to consider when implementing your data collection plan have been outlined below.

Timing

You will be collecting data at a specific point in time, so consider carefully what timing makes most sense. Make sure you do not collect data too early (i.e. before outcomes have had time to take place) nor too late (i.e. when the insights you are looking for are no longer relevant).

Impartiality

In the case of interviews, focus groups and surveys, consider who will be involved in collecting the data. Generally, it is best practice to create some 'distance' between those who have been directly involved in developing and implementing a PCVE action plan, and those who will be providing feedback, by involving a third party. You might consider hiring an external evaluation specialist to implement the data collection activities, or, if your data collection is to be conducted internally, tasking a representative from your organisation who has not been involved with the PCVE action plan directly. This provides a greater level of impartiality, which will encourage more honest feedback from stakeholders and will be seen as more credible when you are required to explain your data collection approach.

Gathering diverse perspectives

In order to get the most robust insights through monitoring and evaluation, it is important to gather diverse perspectives on your PCVE action plan and its initiatives. This means you need to try to reach a diverse range of stakeholders with your data collection activities. This includes stakeholders of different genders, ages, ethnic groups, religions, regions; as well as individuals and groups that are marginalized, vulnerable due to their status or situation, or discriminated against, including people with disabilities. This is because different groups may be affected differently by violent extremism, and may experience different outcomes as a result of PCVE initiatives. When developing your data collection plan you will need to think carefully about how who to invite to participate in data collection activities and how to encourage diverse participation. This will be particularly important at the initiative level, where feedback from beneficiaries of specific PCVE projects and programmes will be sought.

When designing data collection tools, such as a survey questionnaire, it is important to collect basic demographic data such as the gender, age and region of the participant. This allows you to assess the extent to which you have involved different types of stakeholders in data collection, and also allows you to assess whether there are differences in outcomes for different groups. For example, in the case of a survey, you may find that 90 per cent of survey respondents report having achieved a certain outcome; however, when you look at how that result differs for men and women, you may be surprised to find that 100 per cent of men report having achieved that outcome, while only 60 per cent of women report the same. This may then prompt you to further interrogate why those differences exist – it may be that an initiative's design could be improved to achieve stronger outcomes for all genders. The same principles can be applied for other demographic groupings such as age and region, where results may also differ.

When collecting data, it is important to adopt gender-sensitive and culturally appropriate approaches to ensure all genders, and people from different cultural backgrounds, can meaningfully participate. This can be best achieved by having people from different genders and cultural backgrounds involved in the design of data collection tools, and the data collection itself. For example, if you are planning to conduct interviews with women from a particular region, it would be ideal to have a woman who understands that region design the discussion guide and conduct the interviews. Secondly, it is important to consider how gender norms manifest in different cultural contexts. For example, in some cultures women and men may feel more comfortable participating in single gender focus groups. Finally, language can be a determining factor in whether participants from diverse cultural and linguistic backgrounds are able to participate in data collection activities. Offering multi-lingual options (e.g. making surveys available in different local languages, and offering language interpretation for interviews and focus groups) is important in multi-lingual community contexts.

Ensuring you do no harm

It is important to consider potential risks that individuals participating in data collection activities may face as a result of their participation, and to put in place appropriate mitigation measures. Below are two of the most common risks to participants and suggested mitigation measures. This will be particularly important at the initiative level, where feedback from beneficiaries of specific PCVE projects and programmes will be sought.

Risk	Mitigations
Exposing sensitive information about an individual who has participated in a data collection activity. This can include personal information (such as contact details or criminal or health records), as well as feedback or opinions which may cause them to experience prejudice in future.	• Ensure feedback from individuals is anonymized in reporting or ask for permission from the individual to identify them in reporting. • Consider that sometimes it is possible to identify an individual even when their name is not mentioned, so you may need to remove other identifying information such as their position in an organisation or community.
Causing distress for an individual as a result of their participation in a data collection activity.	• Ensure that participation in data collection activities is voluntary, meaning individuals can choose to participate or not, and can stop their participation at any time. • When engaging with vulnerable populations on sensitive topics, ensure that you provide avenues for them to seek support in case they experience distress during or after data collection, such contact details for a local support service.

Resourcing

Make sure you have enough resources set aside for data collection activities. Staff time and other costs such as venue hire, catering, payments to incentivise participation in data collection activities, translation and interpretation services when collecting data in multi-lingual contexts, and software subscriptions for online survey platforms etc. may need to be factored into your MEL budget.

Step 6: Analyse the Data

Once you have collected your data, you will be able to commence analysis. This is a very important step and involves two parts: applying specific data analysis techniques and undertaking a 'sensemaking' process.

Applying data analysis techniques

Depending on the type of data you have chosen to collect, you will need to select and then apply specific data analysis techniques. See below for an explanation of the two broad types of data you may collect (qualitative and quantitative) and associated data analysis techniques.

Type of data	Typically collected via...	Data analysis techniques
Qualitative Refers to commentary and descriptions	• Interviews • Focus groups • Existing documents (e.g. policy briefs)	• Have interviews and focus groups recorded and consider transcription • Review recordings, transcripts or other documentation to identify and order key themes (e.g. from strongest to weakest) • Highlight and use quotes to help convey key themes
Quantitative Refers to numbers and percentages	• Surveys • Existing documents (e.g. budget spreadsheets)	• Enter data into Excel • Perform statistical analysis • Produce tables/graphs/charts to help visualize data

Sensemaking

Sensemaking refers to the process by which you try to understand what the data means. As a guide, you can talk yourself through the sensemaking questions outlined in Figure 4 below. In addition, it is important to interpret your data within the context of your key evaluation questions, as outlined in your MEL Plan. Remember you have collected each type of data to specifically answer one or more of these questions, and to assess the extent to which your PCVE action plan's objectives have been met.
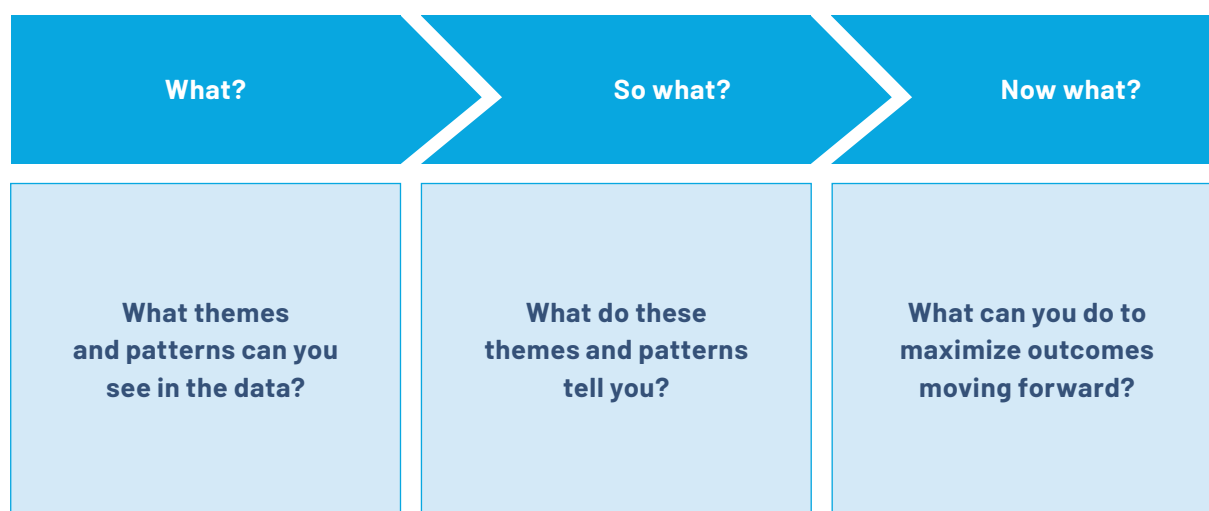
What?	So what?	Now what?
What themes and patterns can you see in the data?	What do these themes and patterns tell you?	What can you do to maximize outcomes moving forward?

Figure 4 Sensemaking questions

Incorporating human rights considerations into data analysis and sensemaking

During Step 4 of this Toolkit we introduced an evaluation question specifically on human rights: "To what extent is the PCVE action plan consistent with obligations under international human rights law?". In the evidence column we included international human rights conventions and UN resolutions, because the most appropriate way to answer this evaluation question it to review the PCVE action plan's alignment to these frameworks. Ideally, a person with specific experience and expertise in human rights should be involved in this analysis.

Incorporating a gender perspective into data analysis and sensemaking

When conducting your analysis, it is important to look at the differences in the experience and outcomes of the PCVE action plan and its initiatives among men and women. Collecting gender disaggregated data, as mentioned previously, supports this. It is also helpful to have people involved in the analysis who can help you interpret the results in an appropriate way. Ideally this means having a mix of men and women on the analysis team, and having a person with specific experience and expertise in gender issues involved in the analysis.

Step 7: Report on Results

Reports are often a requirement, and can be a useful exercise to document your PCVE action plan's achievements. An example report structure has been provided below for your reference, with some key points to consider within each major section.
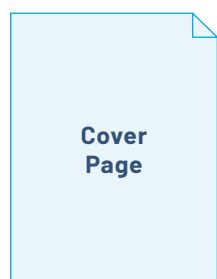
Cover Page
- Include your report title, report date, and report version (e.g. draft, final) and any relevant branding

Table of Contents
- Reflect your key section headings here to help orient the reader
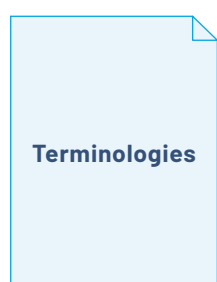
Terminologies
- If you will be using a lot of technical terms or acronyms throughout the report it can be useful to include a terminologies list at the beginning

Executive Summary
- Keep this section to 1-2 pages
- Focus on including only the most essential information
- Remember executive summaries help time-poor readers to quickly understand your PCVE action plan's focus, what it has achieved, and what you will do moving forward
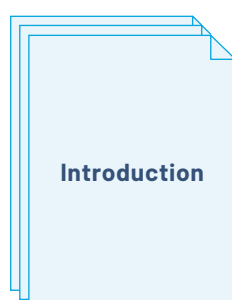
Introduction
- Keep this section to 2-4 pages
- Include an outline of your PCVE action plan – describe its objectives, and outline the initiatives that sit under it
- Include an outline of your MEL activity – describe its purpose and scope, your data collection methodology and any limitations
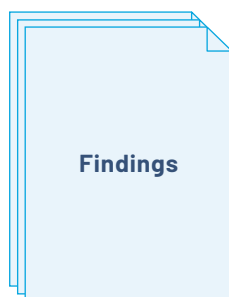
Findings

- Think about who will be reading your report, and decide on the structure, length and focus of this section accordingly

- Make use of sub-headings to help structure the findings in a way that is easy to follow

- You may like to consider structuring your findings by your PCVE action plan's key objectives, or you could consider using the evaluation criteria (see page 7) as a structure

- Consider how you can use visual elements (such as diagrams, tables, charts, infographics, quotes, case studies etc.) to bring your findings to life

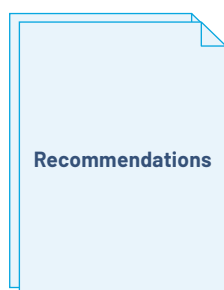- Consider including standalone sections on human rights and gender, covering the extent to which the PCVE action plan has achieved objectives and delivered activities relating to human rights and gender respectively

Conclusions
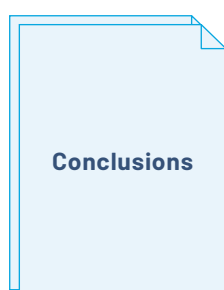
- Keep this section to 1-2 pages

- Focus on drawing out the 'so what' – there are usually 3-5 key learnings you can distil from the findings

Recommendations

- Keep this section to 1-2 pages

- Focus on drawing out the 'now what' and list the 3-5 things you will do moving forward – is it helpful to link these to relevant conclusions

- Consider including specific recommendations related to human rights and gender respectively, especially if human rights and/or gender aspects were not meaningfully integrated in the PCVE action plan
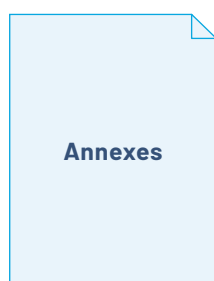
Annexes

- Consider including any additional information that is not suited to the body of the report in your annexes, such as data collection tools and any additional data analysis you have undertaken

Learning from and Communicating the Results

Step 8: Reflect on and Utilize Lessons Learned

Why reflect and learn?

The insights generated through monitoring and evaluation provide a unique opportunity to reflect and learn for continuous improvement. The most effective PCVE action plans are able to adapt over time to changing circumstances, and in response to strengths, weaknesses and opportunities for improvement identified through MEL processes. Key questions to consider when reflecting on your PCVE action plan's performance include:

- What has worked well and why?

- What hasn't worked so well and why?

- What should we keep doing and what should we do differently?

Who benefits from learning?

Learning benefits different stakeholder groups in different ways. Some examples have been provided below for your reference.

Stakeholder group	Use evaluation results and lessons learned to….
PCVE action plan managers	Improve PCVE action plan design and implementation on an ongoing basis
Senior leaders within a national government or regional organization	Make policy, strategic and funding decisions
Initiative representatives	Adapt projects and programmes to better align with and support PCVE action plan objectives
Other stakeholders interested in PCVE	Understand what works in PCVE, in order to design evidence-based projects and programmes

How to reflect, learn and embed continuous improvement

Below are three key actions you can take to reflect, learn and embed continuous improvement into your PCVE action plan.

Incorporate reflection and learning into working group meetings	Earlier in this Toolkit we recommended the establishment of a working group to oversee the implementation of your PCVE action plan, made up of representatives from across relevant agencies or disciplines (e.g. justice, social services, youth), including agencies delivering or overseeing initiatives under the PCVE action plan. Working group meetings provide an opportunity to incorporate cross-agency reflection and learning on an ongoing basis – including sharing emerging evidence, best practice and lessons learned. Consider including a knowledge sharing item on the working group's agenda, and make sure to allow adequate time for discussion.
Hold dedicated reflection sessions	While incorporating ongoing reflection and learning is important, it can also be helpful to pause at critical points for more in-depth reflection. One of the most effective ways to do this is to hold dedicated reflection sessions with those who have been involved in developing and implementing your PCVE action plan. Insights generated through monitoring and evaluation activities can be presented during reflection sessions as a prompt for discussion, and relevant stakeholders invited to share their own reflections and observations. An example agenda for a reflection session has been provided at Annex 8. You should consider how best to capture the points raised at your reflection session. You could capture an audio recording of the session and have it transcribed, or designate one person to take detailed notes. You might even like to incorporate some brainstorming activities into the session, which can help with both generating and recording ideas.
Document follow-up actions	Following each reflection session, it is a good idea to document follow-up actions. This provides a level of accountability to ensure that continuous improvement takes place. This may take the form of a follow-up action plan for key decision makers to approve and PCVE action plan managers to implement. An example follow-up action plan template has been provided at Annex 9.

Incorporating human rights considerations and a gender perspective into reflection and learning

When reflecting and learning, keep the following in mind:

- As part of the working group meetings, ensure that objectives and actions relating to human rights and gender are discussed with the support of a human rights specialist and a gender specialist (as shown in the example meeting agenda at Annex 6).

- When holding reflection sessions, ensure that human rights and gender are specifically covered in the presentation of results and the discussion. Consider also holding dedicated sessions on gender and human rights respectively, which could be led by representatives from relevant government bodies and civil society organisations focusing on human rights and gender.

- Within your follow-up actions, consider specifically what you have learnt about human rights and gender throughout the monitoring and evaluation, and what you can do to better incorporate human rights considerations and a gender perspective into your PCVE action plan in future.

Step 9: Share your Successes

The insights you have generated through your MEL activity will also allow you to share your successes in a compelling way. There are many different ways to communicate about results, so you should develop a simple communications plan to focus your efforts.

Ask yourself the following questions:

- Who is the audience for the results?

- Why are we communicating with them?

- What do they need to know?

- How will we reach them?

Three examples have been provided below for your reference.

Who is the audience?	Why are we communicating with them?	What do they need to know?	How will we reach them?
Senior leaders within your national government or regional organization	• To secure continued support for the PCVE action plan • To secure ongoing funding for initiatives under the PCVE action plan	• How successful the PCVE action plan has been • Key success factors • Opportunities for improvement • Next steps	• Internal Presentation • Infographic snapshot
Other national governments or regional organizations	• To share best practice regarding PCVE action plan development and implementation	• What works well in PCVE action plan development and implementation	• Infographic snapshot
Civil society organizations and community members	• To build trust in government	• How successful the PCVE action plan has been	• Infographic snapshot • Impact stories

Presentation of results

Presentations can be useful when you want to engage your audience quite deeply in understanding your PCVE action plan and what it has achieved. They also provide your audience with an opportunity to ask questions, and you may even want to incorporate some discussion time. Some key considerations when building a presentation include:

- Use a visual aid (e.g. Microsoft PowerPoint, Prezi).

- Keep written content to a minimum – instead think about how your presentation slides can engage the audience and complement what you are saying.

- Include a brief agenda at the beginning of your presentation slides so your audience knows what topics you plan to cover.

An example structure for your presentation has been provided below.

Figure 5 Example structure for a presentation of results

Infographic snapshots

Infographic snapshots are a great way to communicate the results of your PCVE Action Plan quickly and can be used to reach a wide range of audiences. Organizations will often produce an infographic snapshot and publish it on their website, while also providing it to key decision makers. Some key considerations when creating an infographic snapshot include:

- Develop the written content in an editable document (e.g. Microsoft Word) first, so that you can seek feedback from any relevant parties on the content and produce a final version

- Engage a graphic designer (or person with relevant visual communication skills) to help you identify opportunities to add visual elements to the snapshot (e.g. charts, icons, key statistics, quotes)

- Try to keep the content to a maximum of 1-2 pages, so that when it is graphically designed in becomes a 2–4-page infographic snapshot – this may require you to think carefully about only including the most critical and relevant information about your PCVE action plan and what it has achieved

- Ensure the content is written in a concise and engaging way – an infographic snapshot is meant to engage the reader quickly, and should be viewed as a complement to (rather than a replacement for) a more comprehensive report

See Annex 10 for an example infographic snapshot.

Impact stories

Impact stories can help you to communicate results in a tangible way. In the context of a PCVE action plan, when reporting on the achievement of your stated objectives, you may like to showcase a particularly successful initiative to demonstrate how it has contributed to that objective. This may come in the form of a 1–2 page case study, contained within your evaluation report, outlining what the initiative has delivered, what the key success factors have been, and how the initiative has positively impacted the lives of its beneficiaries. Some key considerations when developing an impact story include:

- Adopt a narrative writing style to help the reader understand the story you are trying to tell – this may be more 'informal' than other documents you are more used to producing, such as policy briefs

- Focus on answering the following questions: What is the initiative and why has it been successful?

- Avoid technical jargon and acronyms – the initiative should be described in a way that makes sense to a general audience, rather than using official wording e.g. replace "capacity building" with "training"

- Include evidence of success, such as powerful statistics and quotes from beneficiaries

- Include images where possible, such as images of beneficiaries taking part in the initiative

See Annex 11 for an example impact story.

Incorporating human rights considerations and a gender perspective into sharing your successes

- Make sure to share the results of your PCVE action plan's objectives and actions relating to human rights and gender.

- Highlight instances of meaningful cooperation with civil society that have contributed to the PCVE's Action Plan's successful implementation.

- When reporting on the reach of your PCVE action plan and its initiatives, ensure to include an outline of how many women and men have been reached, not just the total number of people. This is shown in the example infographic snapshot at Annex 7.

- When selecting impact stories, include stories from both men and women. Include also stories from individuals and groups that may be marginalized, vulnerable due to their status or situation, or discriminated against, including people with disabilities.

Annexes

Annex 1: Enabling Environment for MEL (Activity 1)

Focus	Key questions
Drivers	• Why would you like to conduct MEL for your PCVE action plan?
Audience	• Who will the results be provided to? • What decisions will the results inform?
Timing	• At what critical points do you need insights into your PCVE action plan's performance?
Budget	• Do you have any evaluation skills internally? • Are you planning to hire an external evaluation specialist?
Capacity	• Have you set aside a budget for MEL?
Governance	• Who will be responsible for developing the MEL Plan? • Who will be responsible for implementing the MEL Plan? • What other stakeholders need to be involved (including other government organizations and civil society organizations)?

Your answers

Annex 2: Governance Structure for your PCVE NAP (Activity 3)

PCVE Action Plan	Name of your Plan:
PCVE Action Plan Manager	Organization name: Representative name:
PCVE Action Plan Working Group	Name of the Working Group: Membership (list all relevant government bodies and civil society organisations):

Annex 3: Enabling Monitoring at the Initiative Level (Activity 4)

Key questions	Your answers
How will you establish clear expectations that organisations delivering initiatives under the PCVE action plan will undertake MEL?	
How will you assess existing MEL capacity at the initiative level?	
How can you support initiatives to monitor, evaluate and learn?	
What data management structures will you put in place at the whole-of-plan level?	

Annex 4: Template (Activities 5 to 7)

Evaluation criteria	Key evaluation questions (Activity 4)	Evidence (Activity 5)
Design and establishment		
Implementation		
Reach		
Effectiveness		
Partnerships		

Data collection methods (Activity 6)

Annex 5: Data Collection Plan (Activity 8)

Data collection method	Mode	Target number of participants[5]	Data collection tool

5   As noted in Step 5 it is important to gather diverse perspectives. Consider outlining here your target number of partici-pants
    by gender and other demographic groupings relevant to your context (e.g. age, location, cultural background).

Timing	Responsibility for collection	Recruitment strategy

Annex 6: Example Terms of Reference for a PCVE Action Plan Working Group

Terms of Reference for the Inter-Agency Working Group on the Government of Rozinya National Action Plan on Preventing and Countering Violent Extremism

This Terms of Reference outlines the role and functions of the Inter-Agency Working Group on the Government of Rozinya National Action Plan on Preventing and Countering Violent Extremism. The Inter-Agency Working Group was established in March 2021.

1. Role of the Group

This Inter-Agency Working Group has been established to oversee the implementation of the Government of Rozinya National Action Plan on Preventing and Countering Violent Extremism.

More specifically, the role of the Group is to:

- Oversee the implementation of the Monitoring, Evaluation and Learning (MEL) Plan for the National Action Plan.

- Review progress against the actions committed to under the National Action Plan.

- Review the objectives of the National Action Plan an on ongoing basis, and, where needed, suggest updates to ensure the Plan remains relevant in the evolving socio-political context.

The Inter-Agency Working Group will operate for an initial duration of two years, from March 2021 to March 2023.

2. Frequency of Meetings

The Inter-Agency Working Group will meet on a quarterly basis. Additional meetings may be scheduled as needed and when agreed by Members of the Working Group.

3. Leadership

The Inter-Agency Working Group will be Chaired by the Ministry of Interior, specifically the Department of Community Safety. The Chair will be responsible for:

- Convening meetings on a quarterly basis, to be scheduled with at least one-month prior notice to Members.

- Producing the agenda for each meeting, to be provided to Members at least two weeks in advance of each meeting.

- Producing notes of each meeting, to be shared with all Members within two weeks of the previous meeting.

- Producing annual reports on progress under the National Action Plan.

4. Membership

Members of the Inter-Agency Working Group will include representatives from the following government bodies:

Ministries	Agencies
Ministry of Interior	• Department of Community Safety (Chair)
Ministry of Foreign Affairs	• Department of Regional Engagement
Ministry of Social Services	• Department of Child and Family Services • Department of Youth • Department of Women • Department of Housing
Ministry of Health	• Department of Community Health • Department of Mental Health
Ministry of Education and Employment	• Department of School Safety • Department of Workforce Participation
Ministry of Justice	• Department of Corrections • National Police
Ministry of Human Rights	• Human Rights Commission • Ombudsperson

Members of the Inter-Agency Working Group will also include representatives from the following civil society organisations:

Organization
Rozinya Youth Development Cooperation
Women for Peace Rozinya
Regional Community Development Link
Rozinya League of Religious Leaders

Members will be responsible for:

- Nominating a representative to attend all meetings on a quarterly basis.

- Providing updates on the status of the actions assigned to their Ministry, Department or Organization under the National Action Plan.

- Providing updates on Monitoring and Evaluation (M&E) of the programs they are responsible for that fall under the purview of the National Action Plan.

- Sharing knowledge with other Members about the programs they are responsible for that fall under the purview of the National Action Plan, to promote learning. This may include sharing successes, as well as challenges and lessons learned.

- Contributing to ongoing discussions about the objectives of the National Action Plan, to ensure these are relevant in the evolving socio-political context.

- Reviewing the notes produced by the Chair following each meeting, and providing feedback as required.

- Contributing to annual progress reports for the National Action Plan.

Annex 7: Example Agenda for PCVE Action Plan Working Group Meetings

Agenda for Quarterly Meetings: Inter-Agency Working Group on the Government of Rozinya National Action Plan on Preventing and Countering Violent Extremism

Topic	Discussion points
Introduction	• Welcome attendees • Confirm agenda for the meeting • Confirm agreement with notes of previous meeting
Socio-political context relevant to the National Action Plan	• Discuss any changes that have occurred in the socio-political context since the last meeting, for example changes in government policy positions or new social issues that have emerged • When planning for your meetings, consider how best to gain and share information on the socio-political context, whether it be formal updates, on-the-ground knowledge from civil society actors or a piece of published research • Discuss how these changes might impact the NAP and its relevance
Progress to date with the National Action Plan	• Ask representatives to each provide an update on the actions they are responsible for under the National Action Plan, including those that relate to gender (to ensure a gender perspective is incorporated in each meeting) • Ask representatives to each provide an update on their Monitoring and Evaluation (M&E) activities • Ahead of the meeting, invite 2-3 representatives to share successes and lessons learned with regards to the initiatives they are delivering under the National Action Plan • Discuss, overall, where the National Action Plan is has been seen most success, as well as areas that have produced less results • Discuss any changes that might need to be made to support further success or address any known challenges
Close	• Thank attendees • Confirm any action items from this meeting • Confirm date of next meeting

Annex 8: Example Agenda for a Reflection Session

Agenda: Reflection Session on [insert name of PCVE action plan]

Topic	Discussion points
Introduction	• Thank attendees • Clarify purpose of session

Evaluation results	• Present results from monitoring and evaluation activities
	• Consider most appropriate structure for evaluation results depending on the context – for example results could be presented by evaluation criteria (design, relevance, implementation, effectiveness, partnerships) or in another thematic way that makes sense
	• Allow time for questions and discussion throughout, using prompts such as:
	  – What do you think of these results?
	  – Do they resonate with you?
	  – Does anything surprise you?
	• Make sure to include results relevant to human rights and gender

Discussion	• Facilitate broad discussion:
	  – Overall, what are your key takeouts? What has worked well? What has not worked so well?
	  – What should we keep doing in future?
	  – What could we do differently in future?
	• Make sure to allow enough time for this, as it is the most important part of the session
	• Consider incorporating interactive elements here, such as small group exercises and brainstorming
	• Make sure you invite and hear from people who may have different perspectives such as men and women, people with different expertise within PCVE etc.

Close	• Thank attendees • Confirm next steps

Annex 9: Example Follow-Up Action Plan Template

Learnings	Follow-up actions	Responsibility	Timing
e.g. The PCVE action plan aims to increase protective factors against young people engaging in violent extremism, however no funding has been provided to initiatives that would achieve this objective	e.g. Fund a new grants programme for youth-focused PCVE initiatives	e.g. Funding and grants programme to be managed by National Department of Social Services	e.g. Grants programme to be implemented by March 2023
e.g. National government agencies delivering initiatives under the PCVE action plan have not been sharing knowledge as much as expected	e.g. Implement quarterly knowledge sharing meetings to be attended by at least one representative from each agency delivering initiatives under the PCVE action plan	e.g. PCVE Action Plan Manager to organize meetings and manage attendance	e.g. Quarterly meetings to commence from January 2022
e.g. The PCVE action plan does not acknowledge that violent extremism and terrorism affect women and men differently and does not include any specific objectives or actions that address the unique situations and needs of men and women within the context of PCVE	e.g. Conduct a gender analysis and reflect findings in the next version of the PCVE action plan	e.g. Analysis to be managed by the National Ministry of Women's Affairs	e.g. Analysis to be conducted by March 2022 and PCVE action plan to be updated by June 2022

Annex 10: Example Infographic Snapshot

What is the Rozinya National Action Plan on Preventing and Countering Violent Extremism 2025–2030?

The Government of Rozinya has developed its *National Action Plan on Preventing and Countering Violent Extremism 2025-2030* to coordinate efforts in preventing and countering violent extremism across relevant government agencies. This includes justice, law enforcement, social and community services and mental health services. In 2024, the Government committed 50 million Rozinyan dollars to initiatives that will support the two key objectives of the Plan, which are to: prevent individuals from becoming involved with violent extremist groups and; increase community resilience to the impacts of violent extremism. The Plan is overseen by a Working Group which meets quarterly to review progress.

Who has the National Action Plan reached in its first year?

There are currently three key initiatives supporting the two key objectives of the Plan, operating across all five regions of Rozinya.

1. Prevent individuals from becoming involved with violent extremist groups

PROGRAMME PARTICIPANTS

995 Young women | **1035** Young men

The Youth Engagement Programme (YEP)

Empowers young leaders to engage with other young people in their communities on the topic of preventing violent extremism.

PROGRAMME PARTICIPANTS

150 individuals (all men) supported across 10 prisons

The Prisoners Diversion and Disengagement Program (PDDP)

Works with incarcerated individuals to divert or disengage them from violent extremism in prison settings.

2. Increase community resilience to the impacts of violent extremism

TOTAL WORKERS

30 Men | **20** Women

The Crisis Communication Capacity Building Program (CCCBP)

Builds the capacity of government communication workers to deliver strategic communication during a crisis, including in the aftermath of violent extremist events.

Note: Numbers are valid as of 31 December 2025

What has the National Action Plan achieved in its first year?

The plan has made significant progress towards its objectives. A mid-term evaluation conducted in December 2025 revealed that the plan had successfully contributed to cross-agency coordination on preventing and countering violent extremism, and that important results had been achieved by each of the three key initiatives.

90% of male and **88% of female** YEP participants reported speaking to young people in their communities about violent extremism, and believed this would contribute to diversion from attraction towards violent extremism groups
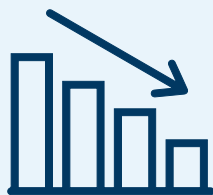
60% of PDDP participants' case managers noted a reduction in the risk of their clients joining violent extremist groups in prison

85% of male and **87% of female** CCCBP participants reported using their new skills to communicate effectively in challenging circumstances

> "When the terrorist attack happened in Trala three months ago our team was really prepared to act. Within 24 hours we had developed and implemented a crisis communication plan that helped to bring communities of different faiths together during a really difficult time. In the past it took us a lot longer to act and our messaging was definitely less effective."
>
> **(CCCBP PARTICIPANT)**

What is next for the National Action Plan?

Building on the success of its first year, the Rozinyan Government will continue to implement the Plan. The three existing initiatives will continue, and five additional initiatives will be added in 2026.

Annex 11: Example Impact Story

Local teacher leads her community in the fight against violent extremism

Aya is a 28-year-old secondary school teacher who lives in one of the poorest villages in Rozinya, in a state called Bola, which has been embroiled in conflict for decades. There are 120,000 inhabitants in the village – 55 per cent of the population are women, and 40 per cent of the population are below the age of 30, with over 70 per cent of the population living in poverty. Many of Aya's students come from big families who live in small makeshift dwellings. There is a lack of attention, resources, and space for young people to develop their educational potential in Bola, and violent extremist groups who are promising money, safety, and adventure provide an attractive alternative.

Aya is one of thousands of young professionals who have benefited from the Youth Engagement Programme (YEP), funded under Rozinya's National Action Plan on Preventing Violent Extremism 2025-2030. The Programme trains young leaders, such as Aya, to engage young people in discussions about violent extremism, in an effort to prevent its spread throughout the country.

Throughout 2025, Aya hosted several critical thinking and discussion sessions in school, in collaboration with other local youth mentors and a youth psychologist. In doing so, Aya created new opportunities for young people to address grievances, increase their sense of personal resilience, and encouraged them to develop collective solutions to tackle the appeal of violent extremism in the village.

"We have given young people a voice" says Aya.

When asked about what difference YEP had made to the lives of young people in Bola, Bakar, a graduate of Aya's workshops said:

"YEP has given me and my friends the opportunity to have difficult conversations and to become agents of change in our community. We now have the confidence to speak to other young people about these topics, so that we can prevent them from falling into extremism."

To date YEP has trained 30 young leaders (15 men and 15 women) like Aya across Rozinya, and those young leaders have engaged with over 2,000 young people (980 young women and 1020 young men). The Government of Rozinya, through its National Action Plan on Preventing and Countering Violent Extremism 2025-2030, is expanding the programme and aims to reach 30,000 young people by the end of 2030.

CONTACT

If you would like to know more about this Toolkit or the Global Programme on Preventing and Countering Violent Extremism (PCVE) please contact us at:

uncct_pcve@un.org

@un_oct | #uncct

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