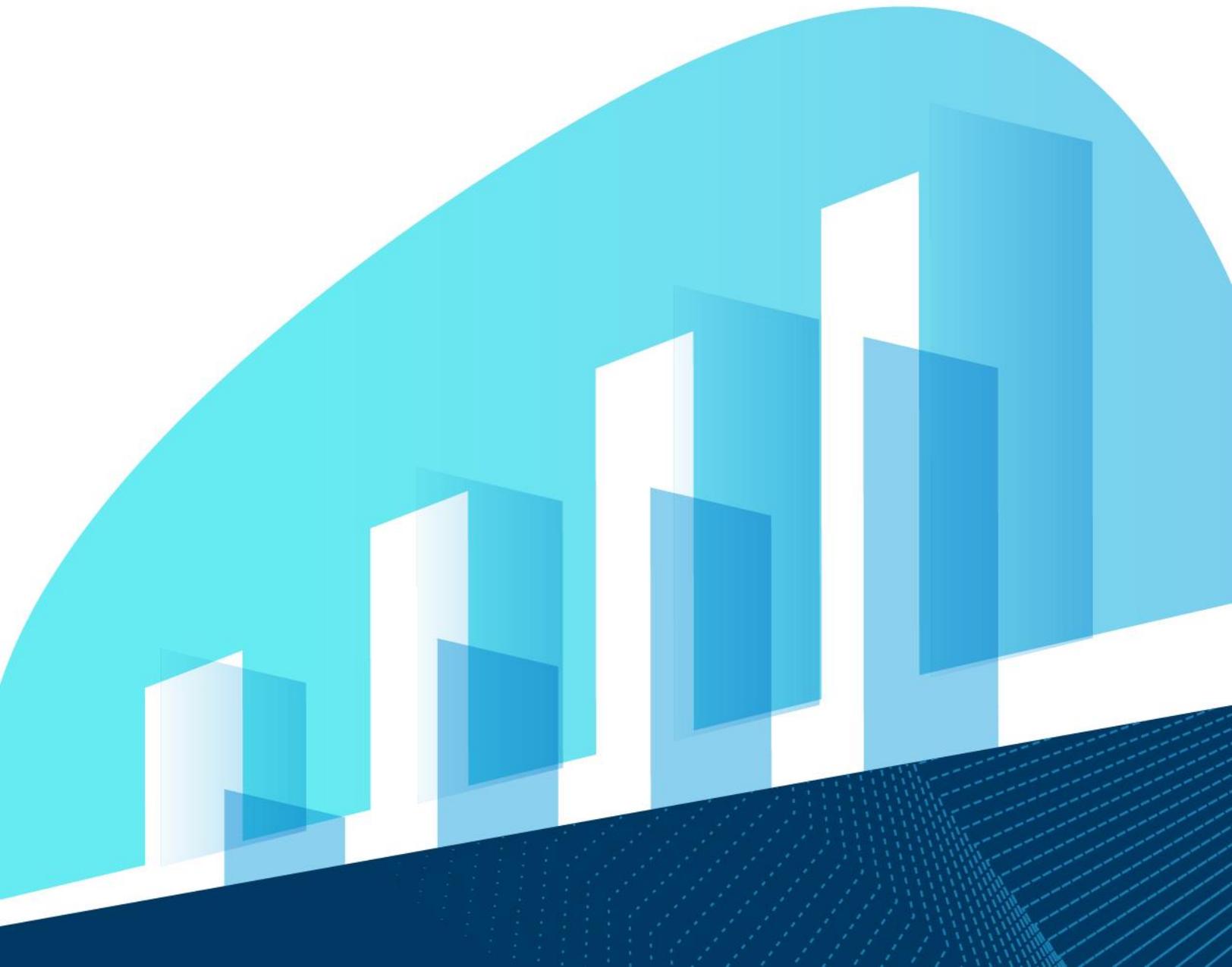**UNITED NATIONS
OFFICE OF COUNTER-TERRORISM**

UNOCT Strategic Plan and Results Framework

2022-2025

Foreword by USG

I am proud to present the Strategic Plan and Results Framework of the United Nations Office of Counter-Terrorism (UNOCT) for 2022-2025. Since the establishment of UNOCT in 2017, the Office has made enormous strides in the development and consolidation of its mandated activities in response to Member State needs, while simultaneously developing the internal controls and governance mechanisms required to ensure the effective and efficient functioning of a new United Nations office.

This Strategic Plan and Results Framework, issued in February 2022, is intended to operationalize the mandate given to UNOCT by the General Assembly in its resolution 71/291 and successive reviews of the United Nations Global Counter-Terrorism Strategy. Since the Plan's launch last year, notable progress has been made towards realizing institutional priorities of UNOCT and desired outcomes outlined in this document, which will be examined in the planned mid-term review of the Plan. The Plan itself is necessarily flexible, to adapt to the evolving environment and priorities of Member States that will be articulated during the General Assembly's eighth biennial review of the Strategy in June 2023, and in recognition that as a recently established and rapidly developing entity, the Office's institutional and financial structures must remain responsive.

Twenty years after the attacks of September 11, 2001, terrorism remains a significant, evolving and complex threat to international peace and security, threatening innocent lives, undermining the rule of law, assaulting human rights and gender equality, polarizing societies and impeding sustainable development. Member States and the United Nations, regional and subregional organizations, civil society and private sector have all recognized that this common threat requires a multilateral and connected response. That is why the Secretary-General has called for continued cooperation to prevent and counter terrorism as part of a *New Agenda for Peace*. This Strategic Plan and Results Framework reflects our commitment to continue to work together with our partners to build a future without terrorism.

Vladimir Voronkov

Under-Secretary-General of the United Nations
Office of Counter-Terrorism

Table of Contents

PART I: Our Purpose

1. Introduction

The establishment of UNOCT on 15 June 2017 by the General Assembly[1], headed by a newly created position of Under-Secretary-General, demonstrated Member States' strong resolve to ensure that the fight against the persistent, evolving and rapidly diversifying threat of terrorism would be supported through coordinated and cohesive efforts from the United Nations system.

Proposed by Secretary-General António Guterres in his report to strengthen the capability of the United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy[2], the creation of UNOCT is considered his first major institutional reform. It was created by transferring the Counter-Terrorism Implementation Task Force Office and the United Nations Counter-Terrorism Centre (UNCCT) out of the then-Department of Political Affairs of the Secretariat into the Office of Counter-Terrorism.

> The UN Global Counter-Terrorism Strategy (A/RES/60/288) is a unique global instrument to enhance national, regional and inter-national efforts to counter terrorism. Through its adoption by consensus in 2006, all UN Member States agreed the first time to a common strategic and operational approach to fighting terrorism.

Since its establishment, UNOCT has undertaken enormous efforts to **provide leadership on the counter-terrorism mandates** entrusted by the General Assembly and the Security Council to the Secretary-General, to **enhance coordination and coherence** across the Global Counter-Terrorism Coordination Compact entities to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy, to **strengthen the provision of capacity-building support to requesting Member States**, and to **increase visibility, advocacy and resource mobilization** for United Nations efforts on counter-terrorism and preventing and countering violent extremism conducive to terrorism (CT/PCVE). This UNOCT Strategic Plan and Results Framework (SPRF) represents the first undertaking by the Office to operationalize its mandate over the next four years.

The SPRF consists of four parts: **Part I** outlines the current terrorism landscape and introduces UNOCT's vision, mission and strategic goals, as well as the values of the Office. **Part II** describes how UNOCT will organize itself to meet these goals according to its institutional priorities. **Part III** describes the policy leadership, monitoring and evaluation and capacity-building work of the Office, while **Part IV** presents UNOCT's Results Framework for 2022-2025.

---

[1] As adopted by the General Assembly on 15 June 2017 through resolution 71/291.

[2] A/71/858, 3 April 2017.

2. The Global Challenge

Terrorism remains a continuing global threat to international peace and security and an affront to the values of the United Nations Charter and the Universal Declaration of Human Rights. It is a direct threat to the lives of innocent people in every part of the world, undermines human rights, gender equality and the rule of law, polarizes societies, sets back sustainable development and can even erode the social contract between people and their governments. Notwithstanding the international community's success over the past 20 years in preventing another 9/11 style attack, terrorists and terrorist groups have continued to adapt, evolve and spread their divisive narratives, incite and recruit new followers, develop new methods and tactics, and fundraise and plan for new attacks.

In addition to seeking territorial resurgence in Syria and Iraq, ISIL/Da'esh and Al-Qaida continue to exploit local dynamics and vulnerabilities to destabilize other conflict-affected or fragile countries, including by co-opting local groups under the banner of regional affiliates, in particular in parts of Africa. Outside of conflict zones, the threat of lone actors and small cells attacking soft targets present a diffuse and complex threat. These actors are often radicalized and incited online, and are inspired by Da'esh and Al-Qaida, or driven by xenophobia, racism, and other forms of intolerance, or in the name of religion or belief, such as those seen in Europe, North America and Oceania.

Meanwhile, dynamics associated with the COVID-19 pandemic have revealed vulnerabilities to new and emerging forms of terrorism, such as the misuse of digital technologies, cyberattacks against critical infrastructure, and the threat of bioterrorism. Measures to contain the pandemic have also fueled hate speech, conspiracy theories, and anti-government sentiments that play into terrorist narratives while exacerbating grievances and vulnerabilities to terrorist radicalization and recruitment, especially online. The linkages between terrorism and organized crime, whether domestic or transnational, adds another layer of complexity to the evolving impact of new technologies.

Recognizing that the transnational dimensions of terrorism mean that no one country can defeat it on its own, Member States have reaffirmed the importance of international cooperation to prevent and counter terrorism, with capacity-building support from the United Nations system, and the engagement of civil society and the private sector as parts of a whole-of-society approach. They have stressed the need for a comprehensive and gender responsive approach anchored in human rights and the rule of law, from addressing the conditions conducive to terrorism to bringing terrorists to justice and supporting the victims of terrorism. Importantly, Member States have underscored that the common threat of terrorism requires a united, multilateral response.

3. Vision, Mission and Strategic Goals

Fully aware of the challenges set by its mandate, UNOCT is inspired by the following **vision**:

Together, Building a Future Without Terrorism

This vision reflects our commitment to leverage our coordination and coherence mandate to *bring together* diverse partners to foster connections, build consensus and galvanize the power of multilateralism against this common, transnational threat.

We see the need to build a future without terrorism, *in recognition that we may not see an end to terrorism in our lifetime*. Our vision reflects the belief that our efforts need to be sustained, motivational and catalytic. It reflects our aim to support Member States and partners build the necessary capacities, tools and resources to work towards this aspiration for the betterment of individuals, communities, nations and generations to come.

UNOCT will achieve its vision through the following **mission**:

> UNOCT works together with Member States, the United Nations system, international, regional and subregional organizations, civil society, private sector and other partners in addressing terrorism across its lifecycle, and in supporting them in the implementation of international obligations and instruments to prevent and counter terrorism in accordance with the rule of law, and in a human rights-compliant and gender responsive manner.

Guided by its vision, UNOCT's mission is realized through **five Strategic Goals**, as articulated further in the Results Framework**:**

- **Strategic Goal 1:** Foster further unity and collaboration within the United Nations against terrorism

- **Strategic Goal 2:** Create resilience against violent extremism conducive to terrorism

- **Strategic Goal 3:** Reinforce responses to terrorist threats and attacks

- **Strategic Goal 4:** Mitigate the risks and impact of terrorism

- **Strategic Goal 5:** Promote human rights compliant and gender responsive counter-terrorism and prevention and countering of violent extremism efforts

This Mission is further operationalized through four **key pathways**:

Leadership

UNOCT provides leadership on the United Nations General Assembly mandates entrusted to the Secretary-General to prevent and counter terrorism and violent extremism conducive to terrorism (CT/PCVE). It leads the coordination and development of the Secretary-General's reports on CT/PCVE in collaboration with other relevant UN entities; provides support to the co-facilitators of the reviews of the United Nations Global Counter-Terrorism Strategy by Member States; and informs and maintains the momentum for inclusive and networked multilateral cooperation against terrorism through the organization of high-level conferences and other outreach events with diverse actors on key CT/PCVE issues. UNOCT ensures due priority is given to CT/PCVE across

the United Nations system, including through its participation in senior executive bodies and regional and thematic inter-agency coordination mechanisms.

Coordination and Coherence

UNOCT facilitates coordination and promotes coherence in the CT/PCVE efforts of the United Nations system, serving as secretariat of the United Nations Global Counter-Terrorism Coordination Compact (hereafter, "Counter-Terrorism Compact"), and through the Under-Secretary-General of UNOCT as the Chair of the Counter-Terrorism Compact Coordination Committee. Through the Counter-Terrorism Compact and its thematic working groups, UNOCT enables Counter-Terrorism Compact partners within and outside the UN system to leverage their comparative advantages and build synergies in providing CT/PCVE policy and programme support to requesting Member States, in line with their respective mandates. This role also encapsulates the Office's role supporting coordination of a range of partners including regional and subregional entities and civil society organizations in the implementation of the United Nations Global Counter-Terrorism Strategy. The Compact, under UNOCT leadership, also works to ensure the balanced implementation of the United Nations Global Counter-Terrorism Strategy and its review resolutions and other UN counter-terrorism mandates, taking into account relevant analysis and recommendations from the Security Council Counter-Terrorism Committee and its Executive Directorate, as well as the analysis and recommendations from the United Nations human rights mechanisms, bodies and entities.

Capacity-Building

UNOCT provides capacity-building assistance to Member States to support them in meeting their international counter-terrorism obligations and the balanced and integrated implementation of the United Nations Global Counter-Terrorism Strategy and other General Assembly and Security Council resolutions related to CT/PCVE, in line with international law, including international human rights law, international humanitarian law and international refugee law. It designs, develops and implements capacity-building programmes and projects at the national, regional and global levels, which are context-specific, results-oriented, human rights-compliant and age and gender responsive, and which respond to the needs and priorities of Member States, taking into account relevant recommendations of the Security Council Counter-Terrorism Committee and its Executive Directorate, as well as the analysis and recommendations from the United Nations human rights mechanisms, bodies and entities.

Visibility, advocacy and resource mobilization

UNOCT enhances visibility and advocacy for the CT/PCVE efforts of the United Nations system, through the organization of high-level events, the production of reports and publications, the development of information sharing and networking platforms, and the delivery of programme implementation in the field, in collaboration with other Counter-Terrorism Compact entities. It also mobilizes resources for CT/PCVE projects implemented by Counter-Terrorism Compact entities through the facilitation and promulgation of the United Nations Joint Appeal for Counter-Terrorism (formerly the United Nations Multi-Year Appeal for Counter-Terrorism). Through these efforts, it promotes 'all-of-UN' messaging and action to promote the balanced implementation of the United Nations Global Counter-Terrorism Strategy and other United Nations counter-terrorism resolutions, and ensures the delivery of its leadership, coordination and capacity-building mandates in an effective and sustainable manner.

4. What Drives Us?

We are inspired by the Office's vision to make a **meaningful difference** to the lives of present and future generations by building towards a future without terrorism while honoring the lives and resilience of all victims of terrorism.

We are driven by a strong sense of purpose and of an **urgency to deliver** on the mandate entrusted to us by Member States and motivated to consolidate a reputation as a **reliable, accountable and professional United Nations partner**. We are committed to ensuring our actions uphold human rights and are **responsive to the specific needs** of our beneficiaries and that the voices of diverse stakeholders inform our common actions and decision-making at all policy and programming levels.

In discharging our unique coordination and coherence mandate, we are committed to **building trust and mutual understanding with all our partners**, based on the values of respect, empathy and inclusion. We value the need to be **transparent and clear in our communications**, including working to promote understanding of the United Nations approach to CT/PCVE and our collective efforts with our partners and donors.

We commit ourselves to embodying the *United Nations [Values and Behaviours Framework](#)* and particularly to **honour, respect and create space for diversity and inclusion** for all, regardless of age, disability, ethnicity, gender, language, nationality, racial identity, religion, sexual orientation, or any other aspect of identity, within UNOCT's organizational culture and through our work practices, including valuing **teamwork as a force multiplier** to achieve our common goals. All UNOCT personnel undertake a personal commitment to actively create a respectful working place free from discrimination, harassment, and misconduct and where work-life balance is commonly respected.

PART II: Our Plan

5. Our Institutional Priorities

This Strategic Plan and Results Framework establishes the following institutional priorities that describes how UNOCT will organize itself in order to best meet the vision, mission, goals and results as set out in this document, and as derived from our mandate.

Results Culture

UNOCT commits to **building an internal 'results culture'**, delivering programmes that are transformative, relevant, timely, impactful and supported by governance mechanisms and strengthened monitoring and evaluation of programmes.

This priority will be achieved through the following:

- The first UNOCT Results Framework is designed, established, rolled out and systematically monitored including through an annual reporting mechanism.

- The monitoring function of the Monitoring and Evaluation Officer is moved to the Programme Management Unit (PMU) to support strengthened results-based programme management, guided by internal guidance documents (i.e., strategies, policies, standard operating procedures, guidelines).

- The evaluation function is moved to the Evaluation and Compliance Unit under the Office of the Under-Secretary-General (OUSG) in support of independent, strategic and systematic evaluations across the Office.

- A new Programme Review Board Policy is introduced to support streamlined processes and improve the Programme Review Board as a governance and oversight mechanism to ensure efficient and effective management of programmes and projects.

- In accordance with General Assembly resolution A/RES/75/291, UNOCT will assess and report on the methodologies and tools for a results framework to ensure comprehensive, balanced and integrated implementation of the Strategy, and as chair of the Resource Mobilization, Monitoring and Evaluation Working Group of the Counter-Terrorism Compact, will support UN system-wide efforts aimed at strengthening evaluation capacities and sharing evaluation knowledge.

A 'fit-for-purpose' UNOCT

As a recently established office, UNOCT will ensure its structure and staffing are and remain fit-for-purpose. To support greater synergies in programme delivery, the Office will undertake steps to **align its internal structures and processes** to enhance cohesion and opportunities for efficiencies of delivery. These will be supported by improved internal governance and knowledge management tools.

This priority will be achieved through the following:

- Further alignment of UNCCT and Special Projects and Innovation Branch (SPIB) capacity-building

activities including through streamlining reporting lines, towards a common service.

- Operationalization and expansion of the UNOCT *Connect & Learn* platform, hosting Communities of Practice and e-learning courses, in support of internal knowledge management and information sharing and the Secretary-General's Data Strategy.

- Updated/streamlined and new internal guidance documents (strategies, policies, SOPs, guidelines) developed and promulgated in support of strengthened internal governance mechanisms and working processes.

- Further internal realignments in support of a more efficient and effective structure to enable our activities.

Moving Closer to Our Partners and Activities

In an effort to be more responsive to Member States' requests and local contexts, enhance coordination of CT/PCVE activities at the country and regional level, and promote more efficient, cost-effective and sustainable programming, UNOCT will refine its system of **programme offices, liaison and other field presence modalities forward deployed from United Nations headquarters in New York.** This will be undertaken in agreement with host governments and in consultation and coordination with other UN presences at national and regional levels, taking into account the reforms of the Secretary-General.

This priority will be achieved through the following:

- The development of the UNOCT Field Strategy, outlining internal key aims, roles and functions of our field presences, including ensuring they remain fully integrated in the Senior Management Team (as appropriate).

- Programme offices, liaison and field presences, in agreement with host Governments and related supporting agreements, and in consultation and coordination with other United Nations presences at the national and regional levels;

- A dedicated Senior Field Coordinator position is created in the OUSG to support the management and functioning of UNOCT operational entities outside of New York Headquarters.

- Working closely with other United Nations entities, within their respective mandates (Resident Coordinators and United Nations Country Teams, Special Political Missions and Peace Operations), to ensure coordinated United Nations CT/PCVE support in all countries with field presences.

- Leading and supporting the establishment of in-country coordination mechanisms on CT/PCVE, as appropriate.

Strong Coordination and Coherence

Answering Member State calls to leverage comparative advantages and synergies as well as to reduce duplication by United Nations and other partners, the Office will seek to **cultivate and enhance its engagement with key stakeholders,** including through the Global Coordination Counter-Terrorism Coordination Compact, and coordinating United Nations resource mobilization efforts for CT/PCVE through **the United Nations Joint Appeal for Counter-Terrorism**. These efforts are to be supported by agreements with internal and external partners, participation in CTC assessments led by CTED, and the implementation of joint action plans and regular high-level engagements.

This priority will be achieved through the following:

- Utilizing and promotion of the United Nations Joint Appeal for Counter-Terrorism as a resource mobilization tool.

- Developing a partnership mechanism to support the implementation of partner agreements and arrangements.

- Increasing initiatives under the United Nations Global Counter-Terrorism Coordination Compact and the use of its Global Counter-Terrorism Coordination Platform.

- Operationalization and expansion of the UNOCT *Connect & Learn* platform in support of building communities of practice on thematic priorities.

Human Rights and Gender Amplified

The essential need to mainstream human rights and gender across all UNOCT programming, in addition to building human rights- and gender- dedicated programmes has been articulated in UNOCT mandate, reviews and resolutions, including in support of the *Secretary-General's Call to Action for Human Rights*. In the coming period, the Office will **amplify its human rights compliance and gender responsive activities** including in building internal capabilities and mechanisms to mainstream human rights and gender across all UNOCT policy and programming efforts. Further, UNOCT will enhance its engagement with Civil Society Organizations (CSOs) to infuse their views, experience, and contributions into policy and programming.

This priority will be achieved through the following:

- A new section comprising Human Rights and Gender units is established, reporting directly to the Director and Deputy to the Under-Secretary-General, to provide technical assistance, coherence, oversight and quality assurance on gender and human rights mainstreaming across the Office of Counter-Terrorism's policy, coordination, and programmatic functions.

- Establishment of a UNOCT CSO unit, subject to availability of funding, to guide the implementation of the CSO Engagement Strategy and in line with the Secretary-General's Guidance Note on the Promotion and Protection of Civic Space.

- Finalization, launch and implementation of the UNOCT Gender Mainstreaming Policy.

- Establishment of an internal Human Rights Due Diligence Policy and related mainstreaming of the Policy for UNOCT.

- Adoption and implementation of the Global Human Rights Programme and the Global Gender Programme within UNOCT.

- Enhanced coordination and engagement with the Office of the High Commissioner for Human Rights (OHCHR) to be articulated in a new partnership MoU.

- Enhanced coordination and engagement with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) through the implementation of a partnership MoU.

- Gender parity across all Professional and General Service levels, and in consultancies.

Sustainable and Diversified Funding

To ensure the delivery of its mandate, the Office must have reliable funding to sustain its leadership, coordination and coherence, and capacity-building functions. In support of this, the Office will seek to strengthen its **strategic support from funding partners for UNOCT priorities with sustainable, predictable and flexible funding from a broader funding base** particularly in support of its global programmes, including through engagement with Member States and ethical private sector partnerships. Critically, as UNOCT relies predominantly on voluntary contributions to deliver its mandate, with the United Nations Regular Programme Budget providing less than 3%[3] of its overall annual needs, the Office will concurrently seek support from Member States to increase Regular Budget funding for core, non-programmatic leadership, policy, coordination and support functions, while working to ensure that funding for capacity-building and technical assistance positions is tied directly to contributions dedicated to programming.

**This priority will be achieved through the following:**

- Finalization, launch and operationalization of the UNOCT Resource Mobilization Strategy.

- Development of the UNOCT Annual Resource Mobilization Action Plan that defines the overall income target for the Office.

- Undertaking a Technical Assessment and provide budgetary recommendations on increases to Regular Budget funding in support of core leadership, policy and support positions over a two-year period, and in line with General Assembly resolution A/RES/75/291.

- Solidifying, diversifying and expanding the current funding base and continuing to seek appropriate funding sources.

- In accordance with General Assembly resolution A/RES/75/291, undertaking efforts to determine the most cost-effective mechanism for the provision of grants and payments to implementing partners.

- Ensuring funding partner visibility including through an updated Communications and Visibility Strategy.

---

[3] As of February 2022.

PART III: Our Work

The following section describes how UNOCT, as currently structured, works to deliver on its mandate through its policy leadership, coordination and coherence, and capacity-building functions and approaches.

UNITED NATIONS OFFICE OF COUNTER-TERRORISM

ORGANIZATIONAL STRUCTURE
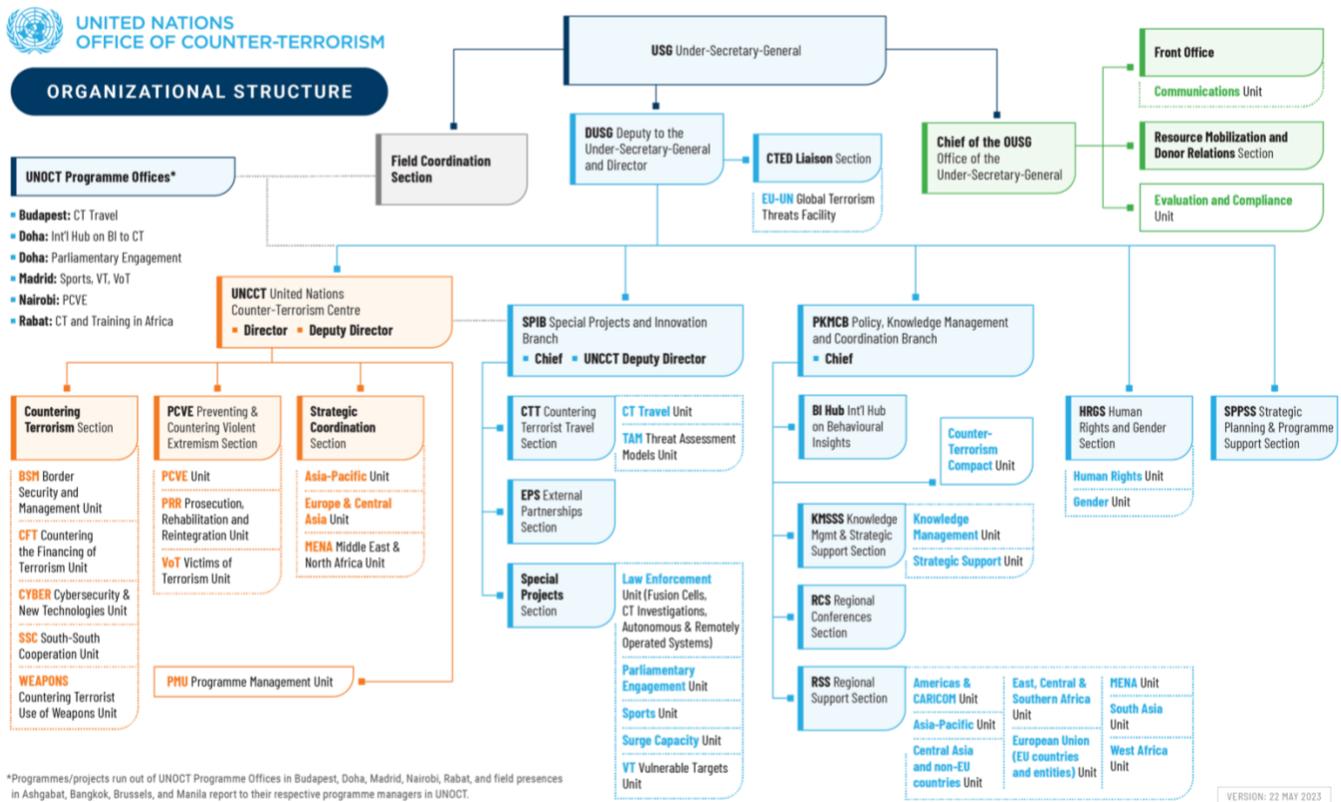
*Programmes/projects run out of UNOCT Programme Offices in Budapest, Doha, Madrid, Nairobi, Rabat, and field presences in Ashgabat, Bangkok, Brussels, and Manila report to their respective programme managers in UNOCT.

VERSION: 22 MAY 2023

6. Leadership, Coordination and Coherence

UNOCT's work comprises fostering common and united positions on persistent and emerging terrorist threats and in support of effective and sustainable responses across Member States, United Nations entities, civil society and other key stakeholders. This includes its substantive support to the reviews of the United Nations Global Counter-Terrorism Strategy, the facilitation of Secretary-General's reports on counter-terrorism to the General Assembly and the Security Council, participation in senior decision-making and other internal executive bodies within the United Nations system, including the Secretary-General's High-Level Action Group on Preventing Violent Extremism, and the organization of "Counter-

Terrorism Weeks" at the United Nations, including the United Nations High Level Conference of Heads of Counter Terrorism Agencies of Member States, and high-level regional conferences on thematic and cross-cutting counter-terrorism issues, in partnership with Member States.

UNOCT provides platforms for bringing Member States and key stakeholders together to share information, experiences, good practices, expertise, resources, and develop innovative partnerships and practical solutions to collectively address a range of counter-terrorism priorities.

Through the Counter-Terrorism Compact, UNOCT facilitates one of the largest cross-pillar coordination frameworks within the United Nations system, bringing together 40 United Nations entities, as well as the International Criminal Police Organization (INTERPOL), the World Customs Organization (WCO), and the Inter-Parliamentary Union (IPU)[4], to leverage multidimensional expertise and mandates across the United Nations system, while reducing duplications and ensuring synergies to align CT/PCVE efforts with Member States' strategic priorities and technical assistance needs, including those identified by the Counter-Terrorism Committee Executive Directorate (CTED) and the analysis and recommendations from

the United Nations human rights mechanisms, bodies and entities. This includes ensuring common advocacy, joint planning, resource mobilization and allocation, and increasing transparency and visibility of common efforts to further strengthen coordinated and coherent responses to the evolving terrorism landscape.

UNOCT uses its coordination role to strengthen existing partnerships and initiate new ones for multi-stakeholder collaboration at the national, regional and global levels to support the implementation and achieve the objectives of the United Nations Global Counter-Terrorism Strategy, including with civil society organizations, women, youth, human rights defenders, victims of terrorism, local actors, academia and the private sector. This includes the convening of high-level regional conferences that promote regional and international cooperation and partnerships, help to build and sustain a coalition of stakeholders, and ensure momentum is maintained on bilateral cooperation. It also includes the operationalization of the Office's Civil Society Engagement Strategy to better mobilize and consult with civil society organizations to improve the quality and impact of UNOCT efforts and mobilize them in support of the implementation of the United Nations Global Counter-Terrorism Strategy and relevant General Assembly and Security Council resolutions.
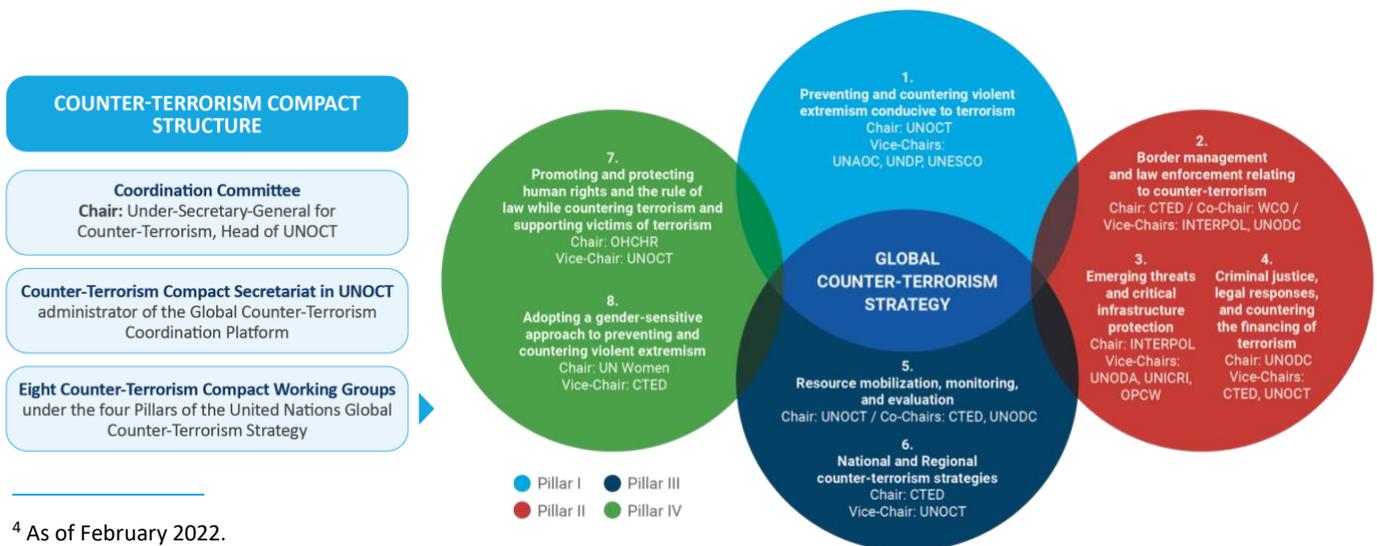

[4] As of February 2022.

7. Capacity-Building and Results-Based Management

UNOCT provides support to requesting Member States to address their capacity-building and technical assistance needs and priorities primarily through UNCCT, as a global Centre of Excellence, and SPIB. It designs, develops and implements capacity-building programmes and projects at the national, regional and global levels, which are context-specific, results-oriented, human rights compliant and age and gender sensitive, and which respond to the needs and priorities of Member States, taking into account relevant recommendations of the Security Council Counter-Terrorism Committee and its Executive Directorate, as well as relevant analysis and recommendations from the United Nations human rights mechanisms, bodies and entities.

In discharging its capacity-building mandate, UNOCT is guided by its internal results-based programme management system. This comprises:

1. The UNOCT Strategic Plan and Results Framework as overarching strategy and direction for the period 2022-2025;

2. Internal guidance documents (strategies, policies, standard operating procedures, and guidelines) and tools to operationalize the strategy;

3. The newly adopted *Integrated Planning, Management and Reporting (*IPMR*)* solution which enables effective monitoring and reporting on programmatic and financial activities; and

4. The UNOCT Programme Review Board as the internal control, governance and oversight mechanism to ensure efficient and effective management of programmes and projects.
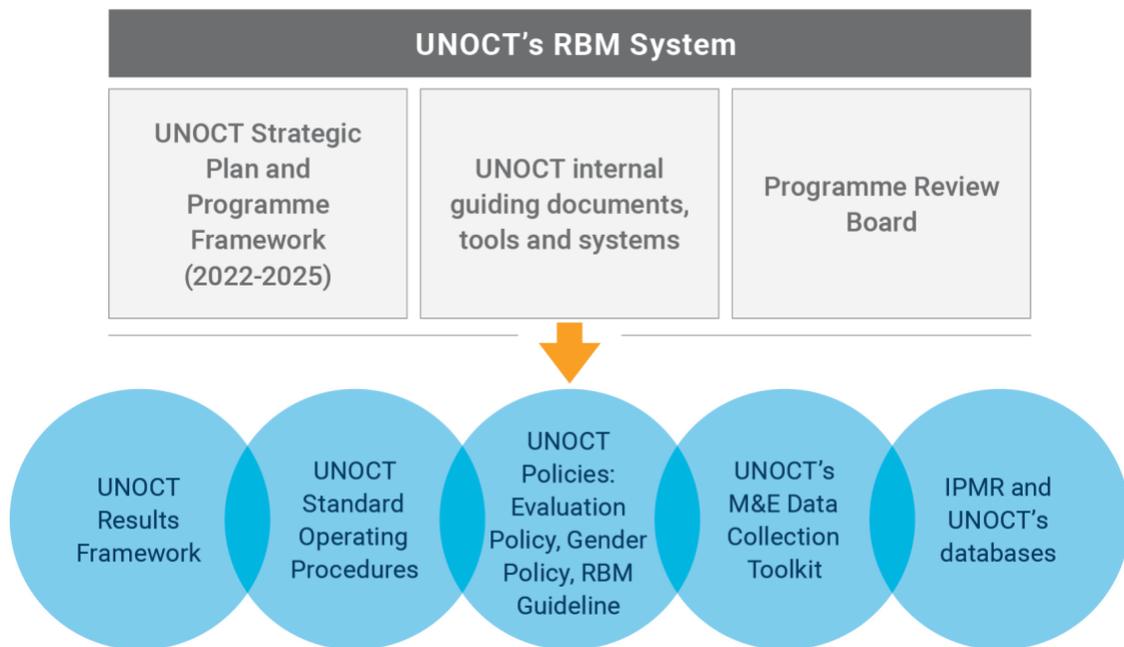
8. Monitoring and Evaluation

Monitoring in UNOCT

This Strategic Plan and Results Framework provides the guiding framework for monitoring programme and financial performance in UNOCT. While monitoring is a joint endeavour undertaken by many elements within the Office, the Programme Management Unit leads on guiding the systems to track the Office's programmatic and financial performance against the UNOCT Strategic Goals and Outcomes as identified by this Strategic Plan and Results Framework. The operationalization and monitoring of the Results Framework supports accountability and transparency, forms the basis of planning including for internal workplans, and provides opportunities to demonstrate tangible improvements in results and a 'results culture'. Guided by a new theory of change, the Programme Management Unit supports the Office to institutionalize results-based reporting focused on outcomes and impact-based performance results.

Evaluation in UNOCT

UNOCT's internal approach to evaluation is informed by the UNOCT Evaluation Policy, guided by the United Nations Evaluation Group Norms and Standards and the Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPBME). The UNOCT Evaluation Policy provides the overall framework for the planning, undertaking and follow-up of evaluations to support accountability, strengthen organizational learning, improve programmatic delivery, and promote transparency of results.

In support of a strengthened results culture in UNOCT, evaluations will help to promote the effective utilization of evidence-based information to inform decision-making at all levels. This will be achieved through the conduct of quality evaluations and timely dissemination of evaluation results and recommendations to inform the design, implementation and review of policies, programmes and projects in UNOCT.

PART IV: Our Results

The UNOCT Strategic Plan and Results Framework establishes a consolidated results framework capturing all outcomes under each of the Office's Strategic Goals, in support of its vision to **Together, Build a Future Without Terrorism**.

The four-year UNOCT Results Framework will be integrated with the *Integrated Planning, Management and Reporting* (IPMR) solution and its outcomes and indicators will be subject to systematic monitoring through a mid-term and final review of the implementation of the Strategic Plan as guided by the UNEG Norms and Standards and the UNOCT Evaluation Policy and its Guidelines.

The following theory of change guides the Results Framework:

If Member States and other stakeholders engage with UNOCT, including its UNCCT as a leading global Centre of Excellence, to implement the United Nations Global Counter-Terrorism Strategy and other General Assembly and Security Council resolutions related to CT/PCVE,

Then **Member States and stakeholders will be able on their own or collectively to:**

- create societal resilience against violent extremism conducive to terrorism
- reinforce responses to terrorist threats and attacks
- mitigate the risks and impact of terrorism and
- promote human-rights compliant and gender responsive CT/PCVE efforts.

Because **they would benefit from UNOCT/UNCCT's efforts in:**

- fostering further collaboration and unity within the UN system against terrorism;
- providing policy and institutional support;
- providing capacity development leading to enhanced knowledge and skills; and
- strengthening collaboration and partnerships in support of complementary learning, information sharing and joint efforts.

9. UNOCT Results Framework, 2022-2025

During the period 2022-2025, UNOCT's mission will be realized through **five Strategic Goals,** measured in accordance with the below Results Framework:

- **Strategic Goal 1:** Foster further unity and collaboration within the United Nations against terrorism

- **Strategic Goal 2:** Create resilience against violent extremism conducive to terrorism

- **Strategic Goal 3:** Reinforce responses to terrorist threats and attacks

- **Strategic Goal 4:** Mitigate the risks and impact of terrorism

- **Strategic Goal 5:** Promote human rights compliant and gender responsive CT/PCVE efforts

Strategic Goal 1
Foster further unity and collaboration within the United Nations against terrorism

UNOCT, in fulfilling its leadership and coordination roles, fosters the promotion of multilateralism and international cooperation on CT/PCVE among all stakeholders. UNOCT works to ensure that the United Nations system is further unified in its focus and support to Member States in the implementation of the United Nations Global Counter-Terrorism Strategy, that Member States recognize the importance of tackling terrorism under the auspices of the United Nations and that CT/PCVE programmes are coherent, duplications of intervention are avoided, and comparative advantages are fully leveraged, including through the Global Counter-Terrorism Coordination Compact. In line with its mandate, UNOCT also contributes to raising the visibility of, and mobilizing sustained funding for United Nations counter-terrorism efforts.

Desired Impact by 2025:

a. **Member States and international and regional organizations recognize and accept UNOCT's role in leading on all counter-terrorism mandates entrusted to the Secretary-General by the General Assembly.**

b. **Member States and international partners reaffirm the importance of preventing and responding to terrorism under the auspices of the UN.**

c. **Member States and the international community recognize UNCCT as the leading global Centre of Excellence in supporting Member States in the implementation of the GCTS.**

d. **Impactful and sustainable partnerships leveraged within the UN system including, through the Global Counter-Terrorism Coordination Compact, which build on mandates and comparative advantages and avoid duplication.**

e. **International and multisectoral collaboration and cooperation against terrorism fostered in an effective and sustainable manner including by strengthening the engagement of civil society organizations.**

f. **Sustained funding generated towards UN support to Member States' CT/PCVE efforts.**

Outcome 1.1: Demonstrated leadership in engaging with Member States and mobilizing the UN System on CT/PCVE.	**Outcome 1.2:** Relevant, effective, coherent, integrated, human rights compliant and gender responsive capacity development support provided by UNCCT at national, regional and global levels.
Outcome 1.3: Visibility of UN CT/PCVE efforts enhanced as a UN and global priority.	**Outcome 1.4:** Increased coherence and coordination within the UN system to support Member States CT/PCVE efforts including through the Counter-Terrorism Compact.
Outcome 1.5: Fostered multilateral and multisectoral collaboration and cooperation against terrorism.	**Outcome 1.6:** Increased strategic support from donors on CT/PCVE priorities with, sustainable, pre-dictable & flexible funding contributing to resource needs towards for UNOCT's CT/PCVE response.

Strategic Goal 2
Create resilience against violent extremism conducive to terrorism

UNOCT supports Member States through policy and system support, capacity development and strengthened collaboration in support of complementary learning and information-sharing to create societal resilience to terrorism and the underlying spread of violent extremism. Global programmes and projects are offered across the peace and security, human rights and development pillars of the United Nations, and through interventions that support in particular the realization of Sustainable Development Goal 16 on "promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable and inclusive institutions at all levels". Through an evidence-informed, gender sensitive and context-specific approach, interventions to build community resilience and cohesion, are designed and prioritized, including in consultation with local stakeholders.

Desired Impact by 2025:

a. **Member States and a diversity of actors, including civil society, private sector, youth and women actively participate and engage in programmes for the prevention and countering of violent extremism conducive to terrorism including through the promotion of inclusion.**

b. **Greater evidence-base, sharing of knowledge and experience on emerging PCVE challenges and effective approaches for PCVE.**

c. **Strengthening of protective factors that mitigate susceptibility to the appeal of terrorism and allow individuals and communities to reject terrorist groups and activities.**

Outcome 2.1: Member States engaged and supported to effectively develop, implement and monitor their own PCVE strategies and action plans in human rights compliant and gender responsive approaches	**Outcome 2.2:** Increased implementation of evidence-informed, coherent, context specific, human rights compliant and gender responsive PCVE initiatives by partners engaged and supported
Outcome 2.3: Fostered collaborations, partnerships and networks in support of complementary peer learning and joint efforts on PCVE at global, regional and national levels	

Strategic Goal 3
Reinforce responses to terrorist threats and attacks

UNOCT and its partners support and enhance Member State capacities to prevent, manage and respond to terrorist attacks. Through strengthened regulatory, security, law enforcement and criminal justice agencies, operating in accordance with international standards and in compliance with international law, including international human rights law, international refugee law and international humanitarian law, Member States' abilities to deter, detect, disrupt, investigate, prosecute and adjudicate terrorists are significantly, and demonstrably improved. This includes addressing the full spectrum of terrorism-related offenses, from the acquisition and use by terrorists of weapons of mass destruction, to addressing the evolving linkages between terrorism and organized crime or the use of Internet and other information and communications technologies. This support is delivered through policy and system support, capacity development and strengthened collaborations in support of complementary learning and information-sharing.

Desired Impact by 2025:

a. **Supported Member States report a decreased proportion of terrorist acts (prevented, failed and foiled).**

b. **Supported Member States report an increased proportion of terrorism-related offenses being detected, inspected, investigated, prosecuted and adjudicated in accordance with the rule of law and human rights obligations.**

c. **Enhanced inter-agency and international cooperation mechanisms allowing for effective, proactive, regular and sustainable coordination and the exchange of counter-terrorism information and good practices.**

Outcome 3.1: Member States effectively develop, implement and monitor national and regional strategies, legal frameworks, and regulatory measures to prevent and counter terrorism in line with their international obligations and the GCTS, including respect for the rule of law and human rights, and gender equality standards.

Outcome 3.2: State institutions including security sector, law enforcement and regulatory agencies operating with improved capacities in the prevention, detection, investigation, prosecution, and adjudication of terrorism-related offenses in accordance with the rule of law and human rights obligations; including on sexual and gender-based violence committed by terrorists.

Outcome 3.3: Enhanced inter-agency coordination/cooperation and exchange of counter-terrorism information and good practices, both at the national (intercountry) level and regionally/internationally to deter terror attacks and manage responses while observing the rule of law, human rights obligations, and gender equality standards.

Outcome 3.4: Effective response developed and implemented addressing the counter-terrorism challenges and opportunities as related to new technologies, including information and communications technologies, in accordance with the rule of law, and human rights obligations, and gender equality standards.

Strategic Goal 4
Mitigate the risks and impact of terrorism

UNOCT recognizes the importance of supporting victims of terrorism. By engaging with its victims and civil society organizations, UNOCT aims to ensure the impacts of terrorism on individuals, families and societies can be mitigated through the recognition, respect and protection of the victims' rights and needs. This includes supporting Member States to be better equipped to recover from terrorist impacts, as well as the development of comprehensive and gender-sensitive assistance plans for victims of terrorism and their

families. UNOCT also works to support the application of empirically validated and human rights compliant, age and gender responsive prosecution, rehabilitation and reintegration strategies, with the aim of ensuring accountability and breaking the cycle of terrorism for the future.

Desired Impact by 2025:

a. **Victims of terrorism and victims' associations perceive that victims' human rights and needs are championed by the United Nations and better recognized, respected and protected by Member States.**

b. **Member States and communities have improved mechanisms to support recovery from terrorist impacts.**

c. **Individuals with alleged links to UN-listed terrorist groups are apprehended, prosecuted, as appropriate, rehabilitated and reintegrated by concerned Member States, taking into account age and gender considerations, in line with their international obligations.**

Outcome 4.1: The needs and human rights of victims of terrorism are addressed and promoted including victims of sexual and gender-based violence and children affected by terrorism.	**Outcome 4.2:** Member States and communities are better equipped to recover from terrorist impacts.
Outcome 4.3: Increased Member State implementation of human rights based, prosecution, rehabilitation and reintegration strategies for individuals with alleged links to UN-listed terrorist groups taking into account age and gender considerations.	

Strategic Goal 5
Promote human rights compliant and gender responsive CT/PCVE efforts

UNOCT supports Member States and other partners to ensure the protection of human rights and fundamental freedoms and promote gender equality and women's empowerment while countering terrorism, in line with their international obligations, the outcome of the seventh review of the Global Counter-Terrorism Strategy, and inspired by the Secretary-General's Call to Action for Human Rights. This is undertaken by ensuring that UNOCT strategic direction, global policy and coordination functions, as well

as programming and operational processes contribute to the integration of human rights and gender equality within CT/PCVE efforts. UNOCT and its partners will support women and girl's representation and leadership in CT/PCVE. UNOCT will also enhance its capabilities to implement the Human Rights Due Diligence Policy to ensure resect of human rights in the delivery of its CT/PCVE mandates and ensure that its CT/PCVE efforts are informed by context specific gender analyses.

Desired Impact by 2025:

a. **International attention to and actions upholding the rule of law, human rights and gender equality in countering terrorism.**

b. **A greater culture among stakeholders and a diversity of actors towards the integration of human rights and gender equality in CT/PCVE programmes.**

Outcome 5.1: UNOCT strategic direction, global policy and coordination functions, as well as programming and operational processes contribute to the integration of human rights in CT/PCVE efforts.

Outcome 5.2: UNOCT strategic direction, global policy and coordination functions, as well as programming and operational processes contribute to expanding the concern towards gender equality and women's empowerment within CT/PCVE efforts.

UNITED NATIONS
OFFICE OF COUNTER-TERRORISM

www.un.org/counterterrorism