Pilot Rehabilitation Project for High Risk Prisoners in the Baidoa Prison – Final Evaluation

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Executive Summary

This pilot project aimed to establish modalities for rehabilitating high-risk prisoners in Baidoa, with a view to informing a potential scaled-up national program. The project was implemented between March and December 2016, a period that included a three-month extension from the original schedule. It was implemented by Finn Church Aid (FCA) and the Centre for Research and Dialogue (CRD), with UNSOM acting as the monitoring body, and facilitating and supporting project implementation. This final evaluation occurred between December 2016 and January 2017, with the process involving a desk review of project documents and the wider literature, an observation of a program activity in the prison, and interviews with project staff and stakeholders. The two core recommendations are as follows:

1. **Increase project funding:** This project should continue to receive funds as it has the potential to substantially improve the lives of the beneficiaries. At a more strategic level it may also contribute to undermining the threat of al-Shabaab through helping prevent individuals return to this group on release. While the evidence for positive effects remains largely anecdotal in the absence of a rigorous M&E system (see *Recommendation 8*), the pilot has seemingly achieved sufficient through its Family Program and Motivational Activities to warrant increased funds.

2. **Give the project adequate time to succeed:** Rehabilitation work with former al-Shabaab members provides a demanding form of programming in a highly challenging location. Time is required to ensure that sensitive initiatives of this nature are suitably designed, and caution must be taken during implementation to avoid a range of potential negative effects. There should also be no expectation that the committed religious ideologues among the sample of prisoners can be encouraged to change their minds in short order. In sum, it is important that this project is provided with the time to develop and succeed at a suitable pace.

More specific recommendations are as follows:

3. **Draw lesson / best practice from related programming in Somalia:** While this rehabilitation project may be unique in the context of Somalia in being implemented within a prison setting, there is considerable overlap at the activity level between its envisioned form in 2017 and the defector centres in Mogadishu and Baidoa (in which the stated aim is also 'rehabilitation'). As such, the team would be well-advised to consult the organisations responsible for managing

these centres, seeking to draw from their lessons and practice. The one in the capital has a substantial budget that allows it to employ a broad staff of international experts with a diverse range of specialist knowledge and expertise, and these consultants are tasked with designing and overseeing education and vocational education training (VET) provisions, civic and religious education initiatives, personal development training, psychosocial support, and so on.[1] Based on such similarities, there is also a strong case that representatives of the prison project team should periodically attend the National Program for Defectors working group sessions.[2]

4. **Continue improving prison conditions and guard capacity**: Inadequate conditions (including in relation to security against attack) and guard capacity has the potential to undermine rehabilitation efforts. As such, the project should continue to invest in improvements in the prison, and pursue relevant agencies to also make necessary changes that are beyond the mandate of the project. The team should also continue to ensure that the non-Shabaab prisoners also experience benefits to avoid provoking their hostility, which in turn may undermine the functioning or security of the prisons.

5. **Continue pursuing a gradual / sequential approach:** Numerous candidate rehabilitation and reintegration-support activities may be initiated over the coming months, including education, VET, civic and religious training, personal development training and psychosocial support. Rather than initiate these activities simultaneously, the project team should continue to adopt the gradual / sequential approach applied in 2016. This would involve prioritizing these elements in relation to the extent to which they are expected to deliver positive effects, their relative cost, and so on.

6. **Improve case file data management:** The project already collects a considerable amount of data on each prisoner, and this will only increase as additional activities are added (as outlined in *Section 7*). The project team should consider employing a Data Manager based in the FCA Baidoa office to be responsible for this information (among other tasks). The team should also consider establishing a more sophisticated data system that could apply, for instance, (a) tailored data entry screens that reduce data entry errors, (b) stratified levels of access to the database (i.e. in terms of inputting and viewing data), and (c) 'firewalls' to assure confidentiality over sensitive information. In the first instance, this would likely require consultations with a data management expert to provide guidance on appropriate systems.[3]

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[1] Of course, it is important not to overlook the contextual differences between the prison and defector settings, and the impact that such difference have on the modalities of the activities.

[2] Beyond these defector centres, the project team should also seek to draw lessons from other programs with high risk prisoners in Somalia.

[3] There is a strong case for integrating the case file system with that of the prison more broadly. There is also an argument that case files in their entirety (i.e. including the project data) should be maintained by the prison staff, although perhaps on balance the benefits of encouraging prison 'ownership' may be outweighed by the risks associated with losing control over critical project data.

7. **Draw on specialist expertise:** Many activities planned for this project in 2017 require skills and knowledge beyond the expertise of the Rehabilitation Team, and it is recommended that specialist input is sought. For instance, the candidate civic and religious education element would benefit from input from an individual with a knowledge of Somalia, and expertise in Islam, counter-messaging, and basic pedagogical skills. Similarly, the psychosocial / mental health support should be designed by a trained expert in the field, with a detailed knowledge of best practice in the Somali context. The potential VET component should also receive input from a livelihoods expert with a background in the region. Given the financial constraints of the project, it may be possible to gain some of this input by contracting short-term or part-time consultants, rather than employing full-time project staff.

8. **Adopt a rigorous M&E system:** While the theme of M&E is not specifically discussed within this report,[4] it is recommended that the team adopt a formal M&E system. There are various limitations with the existing system, of which perhaps the most notable is that the Outcome and Outputs are articulated as activities, rather than effects. Adopting a rigorous M&E framework with associated indicators will enable the team to demonstrate the extent to which they have achieved their desired effects, and help pinpoint problematic areas in need of attention. Of course, this system must also be designed in a manner to not overburden the team with data collection.

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[4] See, instead, the *M&E Guidance Note*.

1. Introduction

This assessment is not intended to be an Outcome Evaluation with a focus on standard evaluation criteria such as Effectiveness, Efficiency and Sustainability. Firstly, this is because the project Outcome and Outputs were poorly articulated (as sequential activities, rather than desired effects). As such, the project only had an imprecise idea of what it intended to accomplish, thus obfuscating any assessments of achievement. Secondly, the project has yet to develop a rigorous data system that can be utilized for the purposes of such an assessment. It must be recalled that this project was a pilot, and these two limitations are perhaps unsurprising in this light.

Neither is this assessment intended to be a Process Evaluation, focussing principally on *how* project activities were undertaken – although this is *de facto* the aim in *Sections 7* and *8* that sequentially focus on case file data and staffing. This is because at this stage 'bigger' questions remain about project design, particularly relating to the candidate additional elements (education, VET, civic and peace education, psychosocial support, and so on) that may be incorporated in 2017. Put another way, in a general sense this report aims to deliver greater value-added by focussing on how the project may achieve its desired (but, still undefined) effects in the future.

The reader is requested to consult other project documents for additional information about the intervention and the wider context of Baidoa. This evaluation was undertaken by a single consultant over approximately ten days,[5] and such matters are beyond the scope of this report on this basis. On this same grounds, it is not possible to provide detailed descriptions of the evaluation purpose, methodology, timeframe, budget, and so on, as is sometimes requested from such documents. The evaluation occurred between December 2016 and January 2017, and the process involved:

- A desk review of project documents and the wider literature
- An observation of the Motivational Activities in the prison
- Interviews with project staff and the wider group of stakeholders (see *Annex A*)

This report is subdivided into seven further sections, sequentially focussing on prison conditions and guard capacity, the Family Program, Motivational Activities, additional rehabilitation elements, reintegration support, case file management, and project staffing.

2. Prison Conditions and Guard Capacity

It is regularly observed that prison-based projects that aim to rehabilitate violent extremist prisoners must consider the wider prison conditions and staff capabilities. Improvements should be made not only on human rights grounds, but also as they help create circumstances in which phenomenon of violent

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[5] The consultant was contracted for a total of twenty days, but was concurrently tasked with delivering a *Research Report* from data generated during the Assessment Phase of the project, and an *M&E Guidance Note*.

extremism may best be countered.[6] The project team certainly recognises the need for improvements in the Baidoa facility, as was apparent from the project documents, and through discussions with the core team.[7] Key contributions to the prison from the project to date have included:[8]

- Goats to feed all prisoners (i.e. former al-Shabaab and other) and the prison guards.
- Hescos to enhance prison perimeter security.
- Training to the guards, covering themes such as basic prison management, handling of violent extremist offenders, and human rights.

Substantial issues remain, for instance, regarding the adequacy of the living spaces, nutritional provisions, healthcare, and so on. Continued security issues relate to insufficiencies in terms of weapons to defend against attacks, the lack of guard towers, the lack of uniforms to distinguish between guards and prisoners, and so on. While al-Shabaab's current ability to mount attacks in Baidoa seems limited, it should be recognised that their desire to target the prison will only increase if the rehabilitation project develops a reputation for success. Of course, many or most of these issues are beyond the mandate of the rehabilitation project.[9]

To complicate matters further, there is seemingly a threat that the benefits received by the former al-Shabaab prisoners may provoke hostility the others – which in turn may undermine the functioning or security of the prisons. While the Prison Commander downplayed his concerns about this issue, the project team highlighted their apprehensions over such possible negative effects. Indeed, the provision of goats to the entire prison population was specifically designed to address this threat.

Moving forward, the project team intend to treat improvement in prison conditions and staffing as a specific Outcome (or 'Result') within their Results Framework – this is certainly the correct decision as it will help ensure that this theme receives adequate attention. As reported by the project team, immediate 'quick wins' may include providing mosquito nets, bedding, sanitary kits, and sports footwear for all prisoners. Project documents also suggest that bunk beds, a family reception area, a library and guard uniforms are also under consideration.[10] The team also repeatedly highlighted that it will continue to pursue the relevant agencies to make the necessary improvements that are beyond the mandate of their project.

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[6] See, for instance, UNODC, *Handbook on the Management of Violent Extremist Prisoners*, p.2. For a wider account of prison conditions, see UNODC, *The United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules).*

[7] See, for instance, *Current Status and Recommendations for the Baidoa Prison Project (November)*, p.5

[8] Other provisions relating directly to specific program activities are discussed below.

[9] The project team report that sanitary, health and water issues are within the mandate of ICRC, and that this body does provide, for instance, medicine, trainings with staff and prisoners on hygiene, and so on. The team reached out to ICRC, as well as WHO and UNSOM, for additional support to improve the environment, but no additional resources were allocated.

[10] See, *Monthly Reporting Update (November)*, p.4

3. Family Programme

It is widely accepted that linkages to the family are important in rehabilitation projects of this nature, and this coincided with findings delivered by the research for this project.[11] As observed by UNODC:

> Consideration should also be given to the integration of family members and significant others into disengagement interventions. Families can play an integral role in the success of disengagement interventions and are particularly instrumental after release in reintegrating the individual and keeping him or her from returning to a life of violent extremism. Disengagement interventions should therefore actively involve family members of prisoners. This will also help the family understand and be sympathetic to what the prisoner is going through and be more readily able to provide a supportive environment for the prisoner once he or she is released.[12]

While various candidate rehabilitation activities were discussed during the initial phases of the project, including VET, civic education and psychosocial support (see *Section 5*), the Family Program formed one of only two that occurred during the pilot due to constraints of time and resources. The project team indicated that prior to initiating this activity, contact with families was limited and often discouraged by the prison staff. In many cases, connections had been lost, and as such it was initially necessary for the Rehabilitation Team to undertake a process of family tracing. The families were first brought to the CRD office to be informed about the purpose and nature of the program. The activity itself involved nine structured sessions (the last of which has yet to be completed at the time of writing), covering themes such as 'your role in the family' and 'what you have missed since joining al-Shabaab'.[13]

As reported by member of the project team and program documents, this element aimed to:[14]

- Rebuild emotional ties between families and prisoners
- Encourage prisoner to assess their life-choices
- Enable the Rehabilitation Team to assess the extent to which families would accept the prisoners back.

While it was not possible to evaluate this activity in a formal sense for the reasons outlined in the *Introduction*, the project team and Prison Commander were largely convinced of its success in achieving these aims. It is also difficult to argue against the decision to prioritize this activity over other candidates given the importance of the family in the reintegration process in the context of Somalia. The fact that this activity reportedly encouraged the prisoners to reflect on their condition should also hopefully enhance their enthusiasm for forthcoming project activities.

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[11] As discussed in the *Research Report*

[12] UNODC, *Handbook*, p.38

[13] There was a degree of disagreement among the project team about the extent to which these structures were actually followed.

[14] See, for instance, *Monthly Reporting Update (November)*, p.2

4. Motivational Activities

The Motivational Activities represented the second of the two rehabilitation elements undertaken during the pilot. The intention had been to demonstrate the importance of rules within this element, through encouraging the prisoners to develop a game using chalk and a ball, and then discussing the importance of such rules within this context. In practice, however, this component evolved into a sports and games session, described as following in the October monthly report:

> It was agreed that 10 prisoners will be in the exercise yard to play football / volleyball for an hour, while the remaining 10 will have access to table games (cards, dices, dominoes, etc.). After an hour, the groups will swap given the prisoners a chance to interact under both games scenarios; two members from the Rehab Committee will be allocated to each group, thus creating an engagement opportunity to break down barriers.[15]

These Motivational Activities were introduced not only as they are beneficial to health, but, according to project staff and various key documents, also to:[16]

- Increase 'buy-in' into the project[17]
- Enhance team-building and group cohesion
- Establish a schedule
- Increase rapport with the Rehabilitation Team

Again, it was not possible to evaluate this activity in a formal sense for the reasons outlined in the *Introduction*, although the project team and Prison Commander were convinced of its success in achieving these aims. Similarly, it is difficult to dispute that the decision to prioritize this specific activity over other candidates was correct given that it presented an obvious 'quick win' with a variety of rapid benefits.

5. Additional Rehabilitation Elements

While the Family Program and Motivational Activities are of substantial importance, it is also key that these elements do not distract attention from the need to build a wider rehabilitation project – a point of which the project team are acutely aware. Most related projects occurring in other locations, including Saudi Arabia, Nigeria, and so on, seemingly converge on a limited range of possible activities, as outlined in *Table 1* (also see *Annex B*).[18] Rather than initiating these activities simultaneously, the project team should continue to adopt their gradualist approach by introducing these elements sequentially, prioritizing specific elements by feasibility (e.g. in terms of cost and their need for specialist

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[15] *Monthly Reporting Update (October)*, p.4
[16] See, for instance, *Current Status (November)*, p.2; and *Monthly Report Update (October)*, p.2
[17] Motivation for the project was deemed low after a time-consuming phase of data collection.
[18] Guidance to many of these are provided in UNODC, *Handbook*, Chapter 5

skillsets among the team), their expected positive effects, and so on. Obviously, it is also necessary to consider the overarching principle that activity packages must be tailored to the individual wants and needs of specific prisoners.

Table 1: Additional Rehabilitation Elements[19]

	Comments
Education	The level of schooling received by the prisoners varies considerably, but a substantial number benefitted from only limited education.[20] Specific classes would include literacy, math, English, Arabic, and so on. In response to requests from the prisoners, informal classes were initiated by the Rehabilitation Team in December 2016.[21]
Vocational Education Training (VET)	In terms of potential VET options, UNODC lists carpentry, metal fabrications, paint making, tailoring, farming and husbandry, furniture making, printing, bread making, soap making, building trades, electronics, shoe-making, hairdressing, painting, industrial cleaning, car mechanics, jewellery and pottery.[22] However, the project team highlight that the extent to which VET can be provide at the prison is limited by space constrains, the need to avoid access to potentially dangerous tools and other objects, and so on. As such, while it may be possible to deliver certain forms of training as part of the rehabilitation process in the prison, for many forms of VET the role of the project team may be limited to facilitating access to other providers after release (see *Section 6*). In any case, to guide this discussion the project team should consider commissioning specific research into livelihood options in Baidoa.
Civic and Religious Education	This activity could include modules on the history of conflict in Somalia, the costs of conflict, principles of democracy, citizen rights and responsibilities, state institutions, the influence of the clan system on politics, the security and justice sector, the legitimacy of violence in Islam, 'jihad', 'murtad', Islam and women, and so on. Various of these themes are clearly sensitive, and as such it would be necessary to ensure that experienced professionals are involved with the design and delivery of this element.
Personal Development Training	This element may be taken to include, for instance, entrepreneurship skills, careers guidance, cognitive training, health and safety, first aid, personal hygiene, and so on.

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[19] This table has been separated into six rows for convenience, but there are many other ways in which activities can be divided. Indeed, a different division has been adopted within the Results Chain (*Figure 1*) of the *M&E Guidance Note*. The project team may find it more helpful, for instance, to separate civic and religious training, to treat cognitive training as its own activity rather than one occurring under personal development, and so on.
[20] As discussed in the *Research Report*
[21] These classes are not discussed in a separate subsection (i.e. as per the Family Program and the Motivational Activities) on the basis that they remain informal at this stage, and as they were initiated only in the month immediately prior to this evaluation.
[22] UNODC, *Handbook*, p.83

Psychosocial / Mental Health Support	The mental health of the prisoners received only limited attention during the pilot phase (also see *Section 8* regarding the capabilities of the Psychosocial Support Workers).[23] This is problematic as such issues should not only be addressed on moral grounds, but also as mental health issues may undermine the rehabilitation process, particularly given the taboo surrounding this issue in Somalia. At the beginning of 2017 a Somali psychotherapist is due to conduct trainings with UNSOM/UNODC support, and this will be attended by some of the prison guards. Additional specialist advice may be required after this point from a trained expert in the field with a detailed knowledge of best practice in the Somali context.
Other Activities	Other activities may also be worth considering, such as arts, theatre and poetry.[24] The contribution of such elements to the outcome of rehabilitating prisoners may arguably be less direct than the above activities. That said, such initiatives would likely provide at least therapeutic value, and would require only limited resources and specialist input.

6. Reintegration Support

The project team intend to treat reintegration support as a specific Outcome (or 'Result') in their forthcoming Results Framework. While this decision is correct, it must be recognised that their role will likely be limited to facilitating access between the prisoners and key organisations, and as such the project will have limited agency regarding the success of the reintegration process. Various potential activities have been identified in *Table 2*, of which most are already under consideration.[25] As with the rehabilitation activities, the project team should continue to adopt their gradualist approach by introducing these elements sequentially, prioritizing specific elements by feasibility (e.g. in terms of cost and their need for specialist skillsets among the team), their expected positive effects, and so on.

To manage this process, the team intends to develop individual release plans that will consider all relevant personal and contextual information – family circumstances, literacy levels, vocational skills, and so on (see *Section 7* on case file data).[26] Research conducted during the Assessment Phase of the project suggests that after release most respondents would want to return to their family or the area where they lived before they joined al-Shabaab.[27] However, the team should also be prepared to facilitate the reintegration process in places such as Mogadishu for individuals who wish to relocate on the basis of potential stigmatisation or threats in their home communities.

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[23] The project team report that the mental hospital in Baidoa can be used when necessary.

[24] These were suggested in *Current Status (November)*, p.7

[25] See, for instance, *Current Status (November)*, pp.6-7

[26] The possibility of early release for prisoners who complete the rehabilitation program has been discussed. It is recommended that donors and project team seeks legal advice regarding this potential arrangement, particularly as they may be deemed partly culpable if an early-release prisoner was responsible for an atrocity.

[27] As highlighted in the *Research Report.*

Table 2: Reintegration Support

	Comments
Community Outreach	The community outreach element of the project has already begun with various community groups, such as elders, women and youth. The intention is to inform the community about the reintegration process and to obtain their 'buy-in'. This process should be considered beneficial, particularly given that various prisoners are concerned about community acceptance.[28]
Community Forum	In 2017 the project team intends to establish and facilitate a community forum to monitor the progress of released prisoners, and to provide additional guidance as necessary. This forum will collaborate with the police and NISA.
Return Ceremonies	It is reported that return ceremonies are importance in many parts of Somalia, and this may provide a key means though which to achieve community 'buy-in'.
Financial Support	Various family members of the prisoners have highlighted a lack of available economic resources.[29] While these respondents may have an interest in exaggerating this issue, there is little doubt that a limited amount of financial assistance in the form of grants or loans would be beneficial on release. For instance, this may be used to provide start-up capital for businesses. If the project is unable to provide this assistance directly, it may potentially be able to facilitate access to other sources.
Employment Opportunities and Placements	While the project will not be able to provide employment opportunities or placements directly, it may be able to facilitate access to such prospects for the prisoner upon their release.
Additional Education / Vocational Education Training (VET)	As previous observed (see *Section 5*), perhaps most of the VET support will occur after release due to limited space in the prisons and the need to avoid allowing access to potentially dangerous tools and other objects. This support should start with the project team undertaking a comprehensive mapping exercise for potential suppliers of further education and VET for released prisoner wishing to continue these activities prior to finding employment – a process that has tentatively already begun. While various project documents suggest that the prisoners may be able to transfer to the defectors facility run by IOM in Baidoa, this seems unlikely as the current draft of the relevant policy document relating to such centres stipulates that they are intended for defectors only.

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[28] See the *Research Report.*
[29] See the *Research Report.*

7. Case File Data

The case file management system is currently being developed, and it will likely eventually incorporate data covering a broad range of themes. As additional activities are added to the project, the key sources may likely include those outlined in *Table 3*.

Table 3: Case File Sources (Including)

	Comments
Quantitative Questionnaire	This can be created from a substantially adapted and streamlined version of the questionnaire provided to prisoners during the Assessment Phase, and it should be administered to all new arrivals.[30] The data would include a considerable amount of background information, including demographic details, family information, educational attainment, reasons for joining al-Shabaab, and do so.
Risk Tools	These would include the Risk, Needs and Receptivity (RNR) tool, and the Observation and Assessment During Detention forms.[31]
Family Program Information	At the very least this should record information about concerns regarding the relationship between the prisoner and his / her family, and which family members attended.
Education and VET Information	Data should be collected about attendance (assuming these courses are voluntary), test scores, and so on.
Psychosocial / Mental Health Information	This may initially include information about insomnia, feelings of 'sadness', and so on, couched in appropriate language given the taboo associated with mental health issues in Somalia.[32] It may later also include scores gained through formal tests for specific conditions, in line with the guidance provided by a qualified professional (if hired).
Release Plan / Reintegration Information	This would include information about where the prisoner may want to reintegrate, employment or educational preferences upon release, and so on – and it would likely need to be periodically updated. It should also incorporate information about employment obtained after release, perceptions of stigmatisation once in the community, and so on.

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[30] Issues with this instrument, and guidance on how it may be adapted, are discussed in the *Research Report*.

[31] There is substantial potential for overlap in terms of questions in the quantitative questionnaire and the risk tools. While it is often helpful to repeat questions on different occasions to verify information, it is also necessary to avoid overburdening the prisoners by doing so to excess. As such, as the data systems are developed, efforts should be made to 'deconflict' the questions in these sources to the extent necessary. Alternatively, it may prove simpler to merge, for instance, the quantitative questionnaire and the RNR tool, with this being administered to each new arrival and updated as necessary.

[32] In other words, phrased to avoid potentially stigmatizing terms such as 'depression', 'PTSD', and so on.

The project team should consider employing a Data Manager to be based in the FCA office in Baidoa to administer this expanding quantity of data. Rather than relying on Microsoft Word and Excel, they should also consider a more 'high-tech' solution with benefits such as:

- Tailored data entry screens that reduce the data entry errors often associated with Excel.
- Stratified levels of access to the database, i.e. in terms of certain operators being able to enter and edit information, others being only able to enter information, and so on.
- A system of 'firewalls' to assure confidentiality over highly sensitive information.

Such a system would be both more secure and accurate, and may enhance the efficiency with which data can be retrieved – particularly at times when it is necessary to compare information between sources that would otherwise be kept separate. Seen from another perspective, without a sophisticated data system in place the team may become overwhelmed by the range of sources, and inaccuracies within the data may multiply. In any case, in the first instance this would require the services of a data management expert to provide guidance on appropriate systems.

8. Project Staffing

Many of the activities planned for this project require specialist skills and knowledge beyond the capabilities of the Rehabilitation Team. This is not intended to be a critique of the team, who appear to be highly committed and enthusiastic about their roles. Rather, it is a commentary on the extent to which the activities within such rehabilitation projects require specialist expertise. For instance, this applies to the psychosocial, civic and religious education, and VET elements. While much will depend upon the available budget, and the sequencing of the candidate additional activities, much of this expert input may be gained through contracting short-term or part-time consultants, rather than full-time project staff. One final observation is that the staff in the office in the UN compound are 'overstretched', and that this issue may be partly alleviated through employing a Data Manager (as was suggested in *Section 7*).

Annex A: Key Informant Interviews

Interviews were conducted with the following individuals:

- Massimiliano Palma – Country Director, FCA
- Amelie Runesson – UNSOM Corrections Officer
- Carla Vaz – Project Coordinator, FCA
- Abdullahi Haji – Executive Director (Acting), CRD
- Ali Ibrahim – Advisor, FCA (and former Project Coordinator)
- Abdullahi Abdow – Project Coordinator, CRD
- Mohamud Abdiaziz Mohamed – Office Liaison, FCA
- Salah Mohamed – Religious Leader, CRD
- Sheik Meeras Mohammud Hussein – Religious Leader, CRD
- Sharif Abdrahman Hussein – Security Team, CRD
- Adan Yahya Adan – Security Team, CRD
- Sharif Mohamed Sheik Ahmed – Psycho-social Support Worker, CRD
- Sheik Osman Mohamed Shaabe – Psycho-social Support Worker, CRD
- Anneli Botha – Assessment Researcher, Consultant
- Victoria Blakeman – Programme Design Consultant

The following individuals from the wider stakeholder group were also interviewed:

- Adan Ali Ahmed – Prison Commander
- Liam Perrett – Coordination Officer, UNOPS
- Tammy Smith – Senior Monitoring & Evaluation Specialist, Peacebuilding Support Office

Annex B: Selected Literature

The literature on the violent extremist rehabilitation (or 'deradicalisation', 'disengagement', and other overlapping and problematic terms) contains works of a highly variable standard. Less valuable articles have generally been omitted from the below list.

Barkindo, Atta, and Shane Bryans, 'De-Radicalising Prisoners in Nigeria: Developing a Basic Prison Based De-Radicalisation Programme', *Journal of Deradicalization* (No. 7, 2016), pp. 1-25

Ganor, Boaz, and Ophir Falk, 'De-Radicalisation in Israel's Prison System', *Studies in Conflict and Terrorism* (Vol. 36, No. 2, 2013), pp. 116-131

Global Counterterrorism Forum (GTF), *Rome Memorandum on Good Practices for the Rehabilitation and Reintegration of Violent Extremist Offenders* (2012).

Horgan, John, *Walking Away from Terrorism: Accounts of Disengagement from Radical and Extremist Movements* (London and New York: Routledge, 2009),

Horgan, John, and Mary Beth Altier, 'The Future of Terrorist De-Radicalization Programs', *Conflict and Security* (Summer / Fall 2012), pp. 83-90

Horgan, John, and Kurt Braddock, 'Rehabilitating the Terrorists?: Challenges in Assessing the Effectiveness of De-radicalization Programs', *Terrorism and Political Violence* (Vol. 22, No. 2, 2010), pp. 267–291.

Horgan, John and Max Taylor, 'Disengagement, De-radicalization and the Arc of Terrorism: Future Directions for Research', in Rik Coolsaet (ed), *Jihadi Terrorism and the Radicalization Challenge: European and American Experiences* (Farnham: Ashgate, 2011).

International Centre for Counter-Terrorism (ICCT), *Roundtable Expert Meeting and Conference on Rehabilitation and Reintegration of Violent Extremist Offenders: Core Principles and Good Practices*, Background Paper (2012).

Khalil, James and Martine Zeuthen, *Countering Violent Extremism and Risk Reduction: A Guide to Program Design and Evaluation*, RUSI Whitehall Report (2-16, 2016).

Neumann, Peter, *Prisons and Terrorism: Radicalisation and De-radicalisation in 15 Countries*, International Centre for the Study of Radicalisation and Political Violence (2010).

Peracha, Feriha *et al*, 'Sabaoon: Educational Methods Successfully Countering and Preventing Violent Extremism', in Sara Zeiger (ed), *Expanding Research on Countering Violent Extremism* (2016).

Schuurman, Bart, and Edwin Bakker, 'Reintegrating Jihadist Extremist: Evaluating a Dutch Initiative, 2013-2014', *Behavioral Sciences of Terrorism and Political Aggression* (2015), pp. 1-20

Sukabdi, Zora, 'A Review on Rehabilitation and Deradicalization', *Journal of Terrorism Research* (Vol. 6, Iss. 2, 2015), pp. 36-56

United Nations Office on Drugs and Crime (UNODC), *Handbook on the Management of Violent Extremist Prisoners and the Prevent of Radicalization to Violence in Prisons*, Criminal Justice Handbook Series (2016).

Williams, Michael J., and Samuel C. Lindsay, 'A Social Psychology Critique of the Saudi Terrorism Risk Reduction Initiative', *Psychology, Crime and Law* (2013), pp. 1-17.