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# UNCCT Programme, 2016-2020

## I. Executive Summary

This 5-Year Programme has been developed to respond to the growing need for strategic and impactful capacity building to requesting Member States in support of their efforts to implement the United Nations Global Counter-Terrorism Strategy. It builds on experiences and lessons learned at the global, regional and national level since the United Nations Counter-Terrorism Centre (UNCCT) was established in 2011 to serve Member States as one of the main capacity building arms of the United Nations in support of the Strategy.

UNCCT was established within the CTITF Office and is thus able to leverage the expertise available throughout the UN system to support international efforts to counter terrorism and prevent violent extremism. It also allows the Centre to avoid duplication of efforts with other CTITF entities.

Building on the Secretary-General's Vision for the Future Role of UNCCT, the UNCCT Plan of Action and consultations with the Centre's Advisory Board, this 5-Year Programme outlines four (4) key outcomes and twelve (12) related outputs that will ensure focus and impact in areas not served by other UN entities. These are:

### **Outcome 1: P/CVE (relating to Pillar I of the Global Strategy)**

Drawing on UNCCT expertise/assistance and programme support, Member States prevent and counter violent extremism and address the Foreign Terrorist Fighters phenomenon

#### **Output 1.1: Preventing Violent Extremism**

Through UNCCT support, requesting Member States and the United Nations have an increased capacity to counter the appeal of violent extremism and underlying causes

#### **Output 1.2: FTFs**

Via UNCCT support requesting Member States have an increased ability to understand and address the FTF phenomenon

### **Outcome 2: Combatting terrorism (relating to Pillar II of the Global Strategy)**

Drawing on UNCCT expertise/assistance and programme support, Member States and regions counter terrorism in a strategic manner, combat the financing of terrorism, and prevent the travel of terrorists and cyber terrorism

#### **Output 2.1: Strategies**

Via UNCCT support, requesting Member States and regions have in place holistic and integrated counter-terrorism strategies based on the UN Global Counter-Terrorism Strategy

#### **Output 2.2: CFT**

Through UNCCT assistance, requesting Member States and regions have in place policies, legislation and trained officials to counter the financing of terrorism

#### **Output 2.3: Border Security and Management**

Based on UNCCT assistance, requesting Member States and regions have improved border security and management, including through enhanced inter-agency and international cooperation
<b>Output 2.4: Cyber Security</b> Through UNCCT support, requesting Member States are better able to prevent terrorist cyber-attacks, and mitigate the effects and expedite recovery should they occur
<b>Outcome 3: Human Rights &amp; Victims (relating to Pillar IV of the Global Strategy)</b> Drawing on UNCCT expertise/assistance and programme support, Member States ensure respect for human rights as the fundamental basis of the fight against terrorism
<b>Output 3.1: Human Rights</b> Through UNCCT support, requesting Member States have access to good practices on ensuring respect for human rights while countering terrorism and are enabled to apply them
<b>Output 3.2: Victims</b> Through UNCCT support, requesting Member States have an enhanced capacity to provide support to victims of terrorism, including by strengthening their voices
<b>Outcome 4: International cooperation (relating to Pillar III of the Global Strategy)</b> Drawing on UNCCT expertise/assistance and programme support, Member States, UN entities and other stakeholders cooperate to prevent violent extremism and counter terrorism
<b>Output 4.1: I-ACT</b> I-ACT is promoted and expanded to cover additional requesting Member States and priority gaps are identified and addressed in a coherent manner by relevant CTITF entities
<b>Output 4.2: Countering Terrorism as 'All-of-UN'</b> Relevant CTITF entities have an enhanced capacity, within their mandate, to address terrorism and violent extremism, including in particular through joint efforts
<b>Output 4.3: Networks</b> Through UNCCT support, professional linkages between relevant global, regional and national counter-terrorism centres have been enhanced
<b>Output 4.4: South-South</b> Through UNCCT support, South-South and triangular counter-terrorism capacity building cooperation has been enhanced

In 2016 the Centre will significantly ramp up project delivery both in terms of on-going projects, as well as new projects that will be developed to respond to the above outputs. Annex I of this Programme includes a list of on-going and new projects that will be initiated in 2016.

Given the ever-changing threat from terrorists, the Centre will ensure flexibility in the implementation of the Programme, including by setting aside funds to address new and emerging threats, to provide surge funding for priority areas, as well as for quick impact projects.

Through UNCCT core funding the Centre will be able to dedicate \$15.5 million annually for staffing and project implementation. An additional \$4.5 million per annum will be dedicated for quick impact and surge funding. The Centre will work with donors to jointly develop, fund and

implement projects and therefore the Centre expects additional resources earmarked to support the achievement of some of the above outputs.

The 5-Year Programme details how the Centre will be working with a range of partners, both inside and outside the UN-system, to ensure that beneficiaries have ownership of the outputs and outcomes delivered through the Programme.

The Programme also details how the Centre will ensure effective programme and project management, including by benefitting from independent evaluations, and by putting in place effective tools for monitoring and reporting with clear targets.

## II. Introduction

### A. Establishment and Mandate

On 8 September 2006, the United Nations General Assembly, acting by consensus, adopted the landmark United Nations Global Counter-Terrorism Strategy. In the Plan of Action annexed to the Strategy, Member States resolve to undertake specific measures to counter terrorism, including measures to address the conditions conducive to the spread of terrorism (Pillar I); to prevent and combat terrorism (Pillar II); to build States' capacity to prevent and combat terrorism and to strengthen the role of the UN system in this regard (Pillar III); and to ensure the respect for human rights for all and the rule of law as the fundamental basis for the fight against terrorism (Pillar IV). In the Strategy, Member States also "acknowledge[d] that the question of creating an international centre to fight terrorism should be considered, as part of international efforts to enhance the fight against terrorism". The creation had first been suggested by the late Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz, when hosting the first International Counter-Terrorism Conference in Riyadh in February 2005.

Based on the late King's vision and the endorsement in the Global Counter-Terrorism Strategy, the United Nations Counter-Terrorism Centre (UNCCT) was established in September 2011, through an initial contribution of US\$ 10 million from the Kingdom of Saudi Arabia to promote international counter-terrorism cooperation and support Member States in the implementation of the Global Counter-Terrorism Strategy.

By resolution 66/10 of 18 November 2011, the General Assembly welcomed the establishment of the Centre. The General Assembly also welcomed the decision of the Kingdom of Saudi Arabia to fund the Centre, established within the Counter-Terrorism Implementation Task Force Office. The General Assembly noted that the United Nations Counter-Terrorism Centre will operate under the direction of the Secretary-General and will contribute to promoting the implementation of the United Nations Global Counter-Terrorism Strategy through the Counter-Terrorism Implementation Task Force. It encouraged all Member States to collaborate with the Centre in contributing to the implementation of its activities in support of the United Nations Global Counter-Terrorism Strategy. The Centre became operational in April 2012 following the first meeting of its Advisory Board.

The General Assembly reviewed the UN Global Counter-Terrorism Strategy for the fourth time on 13 June 2014. In its outcome resolution A/RES/68/276, the General Assembly recognized "the important work carried out by the United Nations Counter-Terrorism Centre established within the Counter-Terrorism Implementation Task Force Office, in accordance with General Assembly resolution 66/10 and the role of the Centre in building the capacity of Member States to counter and respond to terrorism".

The Security Council has also “recognize[ed] the work carried out by the United Nations Counter-Terrorism Centre (UNCCT) within the CTITF Office, in accordance with the General Assembly resolution A/RES/66/10, and its role in building the capacity of Member States.”<sup>1</sup> And more recently noted with appreciation the activities undertaken in the area of capacity building by the Centre<sup>2</sup> and highlighted the important role the Centre should play in technical assistance delivery.<sup>3</sup>

The Under-Secretary-General for Political Affairs, Mr. Jeffrey Feltman, is the Executive Director of the Centre. He is supported by the Director of the CTITF Office and UNCCT and his staff in the Department of Political Affairs in the UN Secretariat.

The UNCCT is also guided by an Advisory Board consisting of 21 Member States (and the EU as guest member). Ambassador Abdallah Y. Al-Mouallimi, Permanent Representative of the Kingdom of Saudi Arabia to the United Nations, currently chairs the Advisory Board.

In September 2014 the United Nations and the Kingdom of Saudi Arabia signed a contribution agreement further supporting UNCCT in the amount of \$100 million.

## **B. Progress and Achievements of the Centre, 2012-2015**

Since becoming operational in 2012, the UNCCT has made steady progress towards becoming a resource for Member States in support of their implementation of the Global Counter-Terrorism Strategy. With the initial contribution of \$10 million from Saudi Arabia, and contributions from Germany, Norway, the United Kingdom of Great Britain and Northern Ireland and the United States of America, the Centre has supported and implemented more than 30 capacity building projects across the globe, 19 of which are still ongoing, insuring impact at the global, regional and national level.

At the global level, UNCCT projects have resulted in the development of global good practices on protecting human rights while countering terrorism, rehabilitating and reintegrating violent extremist offenders, and enhancing cooperation between regional counter-terrorism centres. The Centre is also making progress on understanding the Foreign Terrorist Fighters (FTFs) phenomenon.

At the regional level and resulting from more than a year of tailored UNCCT assistance, the Southern Africa Development Community (SADC) Summit has adopted a regional counter-terrorism strategy. The Central African region is also expected to adopt a regional strategy in 2015 following the support of UNCCT, UNOCA and CTED. The Centre has also launched a Border Security Initiative jointly with the Global Counter-Terrorism Forum (GCTF), initially focusing on the Horn of Africa and the Sahel.

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<sup>1</sup> S/RES/2129 (2013)

<sup>2</sup> S/RES/2178 (2014)

<sup>3</sup> S/RES/2195 (2014)



At the national level UNCCT is supporting the expansion of the Integrated Assistance for Countering Terrorism (I-ACT) initiative which supports selected Member States (Nigeria, Burkina Faso, and Mali) through comprehensive capacity building projects to counter terrorism and violent extremism. This initiative is also implemented under a “All-of-UN” approach, leveraging expertise and resources from UN CTITF entities. One specific achievement is the development in Nigeria of a national multi-stakeholder network (“Pave”) to address violent extremism through a public-private partnership.

This 5-Year Programme has been developed building on the lessons learned from the above and many other projects. In particular, the Programme reflects the fact that impact and sustainability tends to increase with fewer and larger projects, rather than individual conferences and workshops. The Programme also draws on the lessons learned that considerable substantive and financial multiplier effects can be achieved by leveraging cross fertilization between the various activities of the Centre, e.g. by utilizing FTF expertise in the Centre to inform its border security and management work, and vice-versa.

As noted, the Centre has also developed, and supported the development of, a range of tools, guides, handbooks, good practice documents, etc. on issues such as countering the financing of terrorism, ensuring human rights while countering terrorism, supporting victims, border security and management, and counter-terrorism strategy development. Going forward, these tools will all be of considerable value in delivering training and other capacity building initiatives to requesting Member States.

Over the past three years the Centre has increased its implementation rate by almost 100% per year – utilizing approx. \$1.5 million the first year, approx. \$3 million in the second year and \$5 - \$5.5 million in the third year. This steady increase and the strategic and considered approach adopted by the Secretary-General, the Executive Director and the Advisory Board in the planning for the utilization of the additional new resources of the Centre described below, positions UNCCT well to enter a new phase of growth, increasing its rate of implementation in 2016 and beyond.

### **C. Vision Statement and Plan of Action**

At the 9<sup>th</sup> Meeting of the UNCCT Advisory Board held on 7 November 2014, the Secretary-General presented his Vision Statement on the Future Role of UNCCT taking into account the donation from the Kingdom of Saudi Arabia. He noted that “world leaders understand that we must mobilize a stronger global response to counter terrorism – that is the mission of the UN Counter-Terrorism Centre”. He expressed the goal to “transform UNCCT into a Centre of Excellence serving the world”.

In the Vision Statement the Secretary-General notes that the new contribution of US\$ 100 million from the Kingdom of Saudi Arabia to UNCCT will allow the Centre to go well beyond “business as

usual” and to formulate creative ideas that have the potential for deep, meaningful and positive impact in the fight against terrorism at the global, regional and national level.

In this context, the Secretary-General envisioned that UNCCT should make a significant contribution in six interrelated priority areas of the United Nations’ counter-terrorism work:

“First, UNCCT should be built into a Centre of Excellence with subject matter expertise on issues that are not covered by other parts of the UN, such as counter-terrorism narratives, counter-radicalization, enhanced dialogue and cooperation between the development and security/counter-terrorism sectors, and terrorist use of the internet. This will also require an expansion of the capacity of the Centre, which is still rather limited, to ensure that UNCCT can meet the demands for capacity building.

“Second, the Centre will provide capacity building for Member States and regional organizations to support the implementation of all four Pillars of the Strategy in a balanced manner. This will be done with a particular focus on countries and regions where the threat from terrorism is particularly acute, such as Afghanistan, Kenya, Nigeria, the Sahel, the Horn of Africa, South Asia and the Maghreb.

“Third, the capacity building efforts should take a strategic approach in the utilization of the resources and must make a difference in the short (Quick Impact), medium and long term. [...]

“Fourth, UNCCT will support UN Country Teams, UN Special Political Missions and UN Peacekeeping Operations with expertise to ensure that counter-terrorism is mainstreamed into the Secretary-General’s three main priorities: the prevention of deadly conflict, the promotion of social and economic development in the context of the post-2015 Development Agenda, and his Rights up Front initiative.

“Fifth, UNCCT should establish a mechanism to incentivize counter-terrorism by jointly funding capacity building projects. Fund distribution would be contingent on other donors and the recipient country providing matching funds to the project. This modality would have several advantages, including greater impact, greater ownership by the beneficiary, and greater involvement by Member States in the funding decisions of UNCCT. All of this will mobilize broad based Member State support for UNCCT projects and activities and strengthen the ‘UN Identity’ of the Centre.

“Sixth, UNCCT will continue to ensure effective programme and project management, including by ensuring that the contribution and the activities financed therefrom are administered in accordance with the applicable UN regulations and rules”.<sup>4</sup>

In the Vision Statement the Secretary-General committed that the UNCCT Executive Director would develop a Strategic Plan of Action, including on the Centre’s future staffing needs, based

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<sup>4</sup> The Future Role of the UN Counter-Terrorism Centre - Vision Statement of the Secretary-General, September 2014

on any new priorities for the Centre's future that may be suggested by the Advisory Board. At the Advisory Board meeting, the Executive Director noted that it was his expectation that "this process will balance the need for quick and significant impact with the need for a considered approach to the utilization of the new funds". The Under-Secretary-General further noted that UNCCT must be responsive and proactive to developments in the field of terrorism. He would thus ensure that UNCCT projects have real impact in affected countries through effective capacity building efforts.

The Advisory Board members were unanimous in expressing their strong support for the vision and the establishment of UNCCT as a Centre of Excellence. In terms of the future priorities for the work of the Centre, members expressed strong support for the priorities included in the Vision Statement of the Secretary-General that will contribute to the full implementation of all four Pillars of the UN Global Counter-Terrorism Strategy. Members highlighted specific elements of the Strategy which they believed the Centre should focus on in particular. At the Advisory Board meeting several members also stressed the importance of addressing issues of a cross cutting nature, including the Foreign Terrorist Fighters phenomenon, terrorist use of the internet, border control, and the development of regional and national counter-terrorism strategies.

The Plan of Action was presented to the Advisory Board in March 2015 in accordance with the Executive Director's commitment to ensure a considered and strategic approach to its development into a Centre of Excellence in full consultation with the Centre's Advisory Board.

The Plan takes into account the desire of the Secretary-General to ensure that United Nations counter-terrorism efforts are mainstreamed into his three main priorities: the prevention of deadly conflict, the promotion of social and economic development in the context of the post-2015 Development Agenda, and his Human Rights up Front initiative.

The Plan also takes into account the useful guidance provided by the Advisory Board in terms of the future priorities of the work of the Centre and the need to avoid overlaps and duplications with the efforts of CTITF entities. The plan reflects the wish of the Secretary-General, supported by the Advisory Board, that the Centre shall focus on providing capacity building to Member States, particularly in countries and regions most threatened by terrorism, and ensure sustainable difference in the short term, as well as in the medium and long term, with a focus on fewer and larger projects with more significant impact.

In accordance with the Plan of Action, and following consultations with the Advisory Board, the Centre has developed this 5-Year Programme, which provides further details on the capacity building projects it will carry out and the counter-terrorism outcomes that will be achieved as a result.

### III. Situation Analysis and Programmatic Response

## **A. Key Thematic Areas**

The United Nations Counter-Terrorism Centre has been established to support the implementation of all four Pillars of the UN Global Counter-Terrorism Strategy. Given the comprehensive nature of the Strategy this is a very broad mandate. Consideration is therefore required in terms of where the Centre will add value in addressing specific thematic areas that will benefit from additional attention, without duplicating the technical assistance work of other CTITF entities.

In consultation with the Advisory Board the Executive Director has established four broad priority areas that directly relate to the four Pillars of the Global Strategy:

- 1) Preventing and Countering Violent Extremism (Pillar I)
- 2) Combatting Terrorism (Pillar II)
- 3) Human Rights and Victims (Pillar IV)
- 4) Supporting International Cooperation on Counter-Terrorism (Pillar III)

The below provides a situation analysis and programmatic response to these key thematic areas, including describing how they relate to the Global Strategy, why capacities need to be built, and why UNCCT in particular will add value through capacity building projects of real impact in the supported Member States and regions.

## **B. Global, Regional and National impact**

The Centre is committed to ensuring impact at the global, regional and national level. This will continue in the 5-Year Programme.

Global projects utilize the convening power of the United Nations and the expertise it can draw from among the Centre's own staff and consultants, other CTITF entities' experts and Member State experts to gather lessons learned and good practices, including in areas such as the financing of terrorism, ensuring the full respect of human rights while countering terrorism, countering violent extremism, supporting victims of terrorism, and responding to terrorist attacks using biological or chemical weapons. The Centre can also commission studies on important counter-terrorism issues such as the Foreign Terrorist Fighters phenomenon. Lessons learned and good practices gathered by UNCCT on specific subjects can be used by Member States directly or by UNCCT in its capacity building efforts.

In recognition of the fact that terrorist organizations do not respect international boundaries, but rather move across borders to operate in neighbouring countries, the Centre has, since its creation, strongly supported regional efforts to counter terrorism. The Member States of a region often share similar experiences in the fight against terrorism and benefit from a joint and/or coordinated response to the threat. In this regard, UNCCT has supported the development of common principles for national and regional counter-terrorism strategies (the so-called 'Bogota Principles') and used them to support the development of regional counter-terrorism strategies

for the Central and Southern African regions, as well as support for the implementation of the Joint Plan of Action for the Implementation of the UN Global Counter-Terrorism Strategy in Central Asia. The Centre is also developing larger and more impactful regional projects, including on subjects such as border control in the Sahel and Horn of Africa, and addressing the Kidnapping for Ransom (KFR) phenomenon. The Secretary-General expects UNCCT to offer particular value for such regional initiatives, including by leveraging its convening power. UNCCT will therefore continue with a strong focus on regional capacity building efforts.

At the national level, UNCCT is leading an integrated, strategic and system-wide approach to counter-terrorism capacity building for the implementation of the UN Global Counter-Terrorism Strategy through the Integrated Assistance for Countering Terrorism (I-ACT) Initiative. As noted above, I-ACT is already in place in Burkina Faso, Mali and Nigeria, where UNCCT has supported capacity building projects, and will now be expanded to other priority countries. Based on Member State requests, the Centre will also provide relevant capacity building expertise in the thematic areas covered by the Programme.

### **C. Duration**

This Programme will cover the period 1 January 2016 – 31 December 2020. To ensure a focus on fewer and larger projects it consists of four outcomes and twelve related outputs that will provide focus and at the same time allow for adjustments during the programme period and extension beyond, as required by the ever-changing nature of the threat of terrorism and violent extremism. The Centre will develop detailed project documents for the individual outputs and activities that provide further details on the timeframes.

### **D. Context, Programme Objective, Outcomes, Outputs and Indicative Activities**

The Objective of this Programme is to contribute to the full implementation of all four Pillars of the UN Global Counter-Terrorism Strategy through the Counter-Terrorism Implementation Task Force. This will be achieved through four interrelated and mutually reinforcing outcomes.

It is important to note that the activities presented below are indicative only, to be elaborated by UNCCT and the relevant stakeholders (including beneficiaries, CTITF partners and donors), adapting where necessary to emerging needs and opportunities. As financial resources become available to achieve outcomes, UNCCT will prepare detailed project documents with accompanying work plans and budgets.

For 2016, the Centre is already planning a range of projects that will either be continued or initiated to respond to the below priorities. Annex I includes a list of these projects.

The Centre will also develop a logical framework of the Programme which will provide details on the outcomes, outputs and indicative activities, as well as related indicators, means of verification and external factors. Below the outcomes, outputs and indicative activities are included.

## 1. P/CVE

### **Outcome 1: P/CVE** (relating to Pillar I of the Global Strategy)

Drawing on UNCCT expertise/assistance and programme support, Member States prevent and counter violent extremism and address the Foreign Terrorist Fighters phenomenon

#### *a) Preventing Violent Extremism*

Violent extremism undermines our collective efforts in maintaining peace and security, fostering sustainable development, promoting and protecting human rights and the rule of law, and taking humanitarian action. Some violent extremist groups control territory and subvert borders, monopolize natural resources and disrupt economies. Violent extremist groups are actively working to reverse the gains made in all of these areas over the past decades.

Both the General Assembly and the Security Council have acknowledged that violent extremism has reached a level of threat and sophistication that cannot be addressed by military or security measures alone. In the past two years, the General Assembly has emphasized the need for united action on violent extremism in the Fourth Review of the United Nations Global Counter-Terrorism Strategy (A/RES/68/276), in the resolution entitled “A world against violence and violent extremism” (A/RES/68/127) and at several high-level events.<sup>5</sup> The Security Council has emphasized the need for measures to address violent extremism in resolution 2178 (2014) and in a Statement by the President of the Security Council (S/PRST/2015/11).<sup>6</sup>

Nothing can justify violent extremism. It must be acknowledged, however, that radicalization to violence is not occurring in a vacuum. Narratives of grievance, promised empowerment and sweeping change become attractive where human rights are being violated, good governance ignored, and aspirations denied. Violent extremists have been able to recruit more than 30,000 Foreign Terrorist Fighters (FTFs) from over 100 Member States to travel to Syria and Iraq, as well as to Afghanistan, Libya and Yemen. Already some of these FTFs have returned to their home countries, more will undoubtedly follow, and a number of these returnees are now actively seeking to promote hatred and violence in their own communities.

Violent extremism needs to be prevented from emerging in the first place. Member States show a convergence of views that short-term military and security measures will not be successful without long-term preventive measures that address the conditions conducive to the spread of violent extremism and terrorism. More attention is required to why individuals are attracted to

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<sup>5</sup> During the High-Level General Assembly Thematic Debate on “Promoting Tolerance and Reconciliation: Fostering Peaceful, Inclusive Societies and Countering Violent Extremism” convened by the President of the General Assembly in conjunction with the United Nations Alliance of Civilizations and the Secretary-General in April 2014, as well as in the recent General Debate of the 70th General Assembly.

<sup>6</sup> This has also been reflected in during the 2015 Open Debate of the Security Council on the Role of Youth in Countering Violent Extremism and Promoting Peace.

violent extremist groups and better alternatives need to be provided to these individuals to prevent them from becoming radicalized in the first place. In line with the forthcoming Secretary-General's Plan of Action to Prevent Violent Extremism, this programme is placing a strong emphasis on Pillar I and IV of the UN Global Counter-Terrorism Strategy while maintaining a comprehensive approach in implementing the Strategy. The Secretary-General has repeatedly pointed out that it is strengthening good governance, the rule of law and human rights; the creation of open, inclusive and pluralist societies; empowering youth and women; and fostering education, skill development and employment facilitation that will put an end to violent extremism and terrorism.

Young people are the first to bear the brunt of violent extremism. They are indeed the main casualties of conflict and violence. The Boko Haram kidnapping of girls in Chibok, Nigeria, the Shabaab killings of students in Garissa, Kenya, the Taliban massacre in a school in Peshawar, Pakistan, are just some of the most shocking examples of how young people have been deliberately targeted by violent extremists for no other reason than pursuing education for a better life for themselves and their families. Violent extremists are investing a great deal of time and energy in crafting messages that appeal to young people in the 15-24 age group. They pretend to offer potential recruits a vision of a more meaningful future than they can find elsewhere. For the marginalized, alienated and disenfranchised this is immensely attractive, and there are many people who find themselves in this position in every corner of the globe, even in the most prosperous societies.

Women's empowerment is a critical force for sustainable peace. While there is no question that women do sometimes play an active role in violent extremist organizations, it is also no coincidence that societies where gender equality indicators are higher are less vulnerable to violent extremism. For this reason, this Programme intends to mainstream gender into its projects and related activities in line with the Fourth Global Counter-Terrorism Strategy Review resolution (A/RES/68/276) and Security Council resolution 2242 (2015). The Programme will contribute to ensuring gender equality and the participation and leadership of women and women's organizations in developing strategies to prevent and counter terrorism and violent extremism, and building their capacity to do so effectively.

While the primary responsibility to prevent violent extremism rests with Member States, Governments, and their citizens, the UNCCT stands ready to support Member States in devising their policies, build their capacities and share best practices among them to address the conditions conducive to violent extremism and terrorism. This will include supporting Member States in developing their national and regional plans to prevent violent extremism and devising communication strategies to reinforce universal norms and standards as well as core values of peace, justice, tolerance and human dignity at the global and national level. UNCCT will build upon good practices and lessons learned while supporting Member States in Central Asia in

implementing their Joint Plan of Action on counter-terrorism, which includes substantial PVE components.

UNCCT will support the identification of better tools to support young people as they take up the causes of peace, pluralism and mutual respect. The rapid advance of modern communications technology also means that today’s youth form an unprecedented global community. This interconnectivity is already being exploited by violent extremists. UNCCT will support efforts to reclaim this space by helping to amplify the voices of young people already promoting the values of mutual respect and peace to their peers. UNCCT will enhance cross-cultural understanding, promote learning of new skills and support development initiatives through supporting projects that encourage youth exchange programmes within and among Member States.

In pursuing these aims the Centre has identified the following output and activities where it can add value in preventing violent extremism:

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Output 1.1. Through UNCCT support, requesting Member States and the United Nations have an increased capacity to counter the appeal of violent extremism and underlying causes

1.1.1.	Support requesting Member States in developing national PVE strategies
1.1.2.	Develop a UN Global PVE Communications Strategy and offer a UN PVE Communications Strategy resource to requesting Member States
1.1.3.	Strengthen the role of media in preventing violent extremism
1.1.4.	Support Member States in developing and pilot testing P/CVE capacity building programmes and projects on engagement of youth, religious leaders, CSOs, inter-ethnic communities, etc. with a particular focus on communities vulnerable to the appeal of terrorism
1.1.5.	Support Member States to integrate their agendas on women, peace and security, counter-terrorism and counter-violent extremism, as well as strengthen capacity building of women’s organizations in developing strategies to counter terrorism and violent extremism in line with the United Nations Global Counter-Terrorism Strategy

***b) The FTF Phenomenon***

Throughout history, people have travelled to distant lands to support local combat groups in their fight against their enemies. In the past few decades, the international community has witnessed such travel in various parts of the world.



With the ever increasing speed of globalization, and the ensuing ease of communication and travel, the number of such journeys and the intensity of fighting in crisis zones have increased enormously. More than 30,000 Foreign Terrorist Fighters from over 100 countries are estimated to engage in conflicts in numerous regions. The majority of them are believed to be fighting in Syria and Iraq.<sup>7</sup>

Foreign Terrorist Fighters increase the intensity and duration of conflicts, pose a serious challenge to the States they transit and, upon return, to their countries of residence. The perpetrator of the May 2014 attack on the Jewish Museum in Brussels, Belgium, had allegedly fought with ISIL in Syria. Similarly, one of the attackers of the so-called Charlie Hebdo shooting of January 2014 in Paris, France, is claimed to have trained in Yemen, while another had reportedly sworn allegiance to ISIL.

The United Nations Security Council has responded to the threat posed by Foreign Terrorist Fighters to the international community by adopting resolution 2178 (2014) under Chapter VII in September 2014. According to the resolution, all Member States “shall ensure that their domestic laws and regulations establish serious criminal offenses sufficient to provide the ability to prosecute and penalize” those “who travel or attempt to travel to a State other than their States of residence or nationality, and other individuals who travel or attempt to travel from their territories to a State other than their States of residence or nationality, for the purpose of the perpetration, planning, or preparation of, or participation in, terrorist acts, or the providing or receiving of terrorist training,” as well as those who fund or otherwise facilitate such actions.<sup>8</sup> The resolution requests the Analytical Support and Sanctions Monitoring Team to produce a report on the threat posed by the Foreign Terrorist Fighters who joined ISIL, the Al-Nusra Front or Al-Qaida. Similarly, the Counter-Terrorism Committee Executive Directorate was requested to identify principal gaps in Member States’ capacities to prevent the flow of Foreign Terrorist Fighters as well as good practices to stem that flow.

In its Presidential Statement 2015/11 of May 2015, the Security Council requested the Al Qaida Sanctions Committee and the Counter-Terrorism Committee to observe Member States’ steps towards implementing resolution 2178 (2014) and the Counter-Terrorism Implementation Task Force Office to develop a United Nations capacity building Implementation Plan for countering the flow of Foreign Terrorist Fighters.

The Implementation Plan,<sup>9</sup> which has been developed with extensive UNCCT support, identifies the key areas that must be addressed to stem the Foreign Terrorist Fighters phenomenon, including as they relate to criminalization and criminal justice, prevention of travel, rehabilitation

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<sup>7</sup> Al-Qaida Analytical Support and Sanctions Monitoring Team, “Analysis and recommendations with regard to the global threat from foreign terrorist fighters”, S/2015/358, 19 May 2015, p. 8.

<sup>8</sup> Security Council resolution 2178 (2014), O.P. 6.

<sup>9</sup> In draft at the time of writing.

and reintegration, and preventative measures in place to dissuade individuals from becoming Foreign Terrorist Fighters. All such actions are to be undertaken in full respect of human rights and the rule of law.

UNCCT is already implementing a project on enhancing the understanding of the FTF phenomenon in Syria, which explores the motivations of individuals travelling to Syria and Iraq to fight. The Centre is also leading one of the first joint projects to be implemented under the Implementation Plan addressing the need for expanded use of Advance Passenger Information systems (see further Output 2.3. below).

Through this 5-Year Programme, UNCCT will address the identified priorities in the CTITF Implementation Plan within its areas of competence and in line with the below output and activities.

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Output 1.2. Via UNCCT support requesting Member States have an increased ability to understand and address the FTF phenomenon

1.2.1.	Increase understanding of the motivations of FTFs and develop policies to address them
1.2.2.	Increase understanding of the use of social media in recruiting FTFs
1.2.3.	Support requesting Member States in developing and implementing programmes to prevent the travel of FTFs, including through community engagement
1.2.4.	Support the development and implementation of return programmes through analysis of motivations
1.2.5.	Strengthen Member State capacities to manage FTFs in prison settings and prevent radicalization of other inmates
1.2.6.	Support enhanced regional cooperation among Member States in countering the FTF phenomenon, including by supporting information sharing between concerned Member States

## 2. Combatting Terrorism

### **Outcome 2: Combatting** (relating to Pillar II of the Global Strategy)

Drawing on UNCCT expertise/assistance and programme support, Member States and regions counter terrorism in a strategic manner, combat the financing of terrorism, and prevent the travel of terrorists and cyber terrorism

*a) National and Regional Counter-Terrorism Strategies*

The transnational threat posed by many modern terrorism groups requires a unified and coordinated response from Member States. UNCCT is committed to supporting the development of regional counter-terrorism strategies that adapt and operationalize the UN’s Global Counter-Terrorism Strategy for local contexts, in line with the Bogota Guiding Principles for Counter-Terrorism Strategies, which were developed at an International Conference on National and Regional Counter-Terrorism Strategies held in early 2013. The Bogota Principles are intended to provide overarching, substantive and procedural guidelines to assist Member States to develop integrated and comprehensive national and regional counter-terrorism strategies.

The first such regional strategy was put in place in Central Asia in 2011. UNCCT has since supported the development of two Regional Counter-Terrorism Strategies covering the Southern Africa Development Community and Central Africa. These strategies were adopted in August and November 2015 respectively. Through this 5-Year Programme UNCCT will continue its efforts to support the development of Regional Counter-Terrorism Strategies in priority regions of the world. The Centre will work with relevant regions and the CTITF National and Regional Strategies Working Group to identify priority regions to support. Leveraging CTITF’s coordination and coherence role within the UN system, UNCCT can draw upon the diverse resources that exist within the UN as it works with national and regional partners to develop holistic, comprehensive, all-of-society approaches to the multifaceted challenge that terrorism poses to Member States.

In recognition of the fact that developing a regional strategy is only the first step in the process, UNCCT is also committed to working with regional partners to conceive, design and implement capacity building projects that help meet the goals identified in the regional strategies, in particular as they relate to the thematic priorities of this Programme.

CTITF’s Working Group architecture offers UNCCT a valuable overview of the counter-terrorism-related activities underway across the UN system in any given thematic area, thus avoiding duplication, identifying potential programmatic synergies, and ensuring that all resources are deployed in the most impactful and cost effective manner.

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**Output 2.1: Strategies** Via UNCCT support, requesting Member States and regions have in place holistic and integrated counter-terrorism strategies based on the UN Global Counter-Terrorism Strategy

2.1.1.	Support requesting Member States and regions in the development of holistic and integrated counter-terrorism strategies
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2.1.2.	Work with requesting Member States to identify means of implementing regional strategies, including by engaging donors and other capacity building providers
2.1.3.	Develop pilot capacity building projects to implement relevant parts of adopted strategies as they relate to the thematic priorities of this Programme

***b) Countering the Financing of Terrorism***

Financial resources are naturally critical to terrorist operations. Terrorists require large amounts of funds and resources not just for planning, equipment or execution of attacks, but also to sustain recruits and infrastructure. Over the years, as terrorist recruitment and propaganda tactics have grown more sophisticated, terrorist financing typologies have also become increasingly complex and diversified. The February 2015 Report of the Financial Action Task Force on fundraising by ISIS describes emerging methodologies which terrorists are employing to generate and maintain income, including through KFR and the trafficking of oil and cultural heritage. Many Member States are, however, facing challenges in building and deploying capacity and expertise to understand, identify, analyse and address established and emerging terrorist financing typologies, especially in a manner that respects human rights and humanitarian considerations.

The United Nations Counter-Terrorism Strategy, the International Convention for the Suppression of the Financing of Terrorism (1999), Security Council resolutions 1267 (1999) (along with its successor resolutions, such as 1988 (2011)), 1373 (2001) and 2133 (2014)), among other resolutions, are key multilateral tools for combating the financing of terrorism. Specifically, resolution 1267 (1999) and its successor resolutions require Member States to freeze funds and financial resources of individuals and entities listed by the Security Council’s Al-Qaida Sanctions Committee. Resolution 1373 (2001) puts forth a similar obligation on national jurisdictions vis-à-vis individuals and entities who commit, attempt to commit, participate in, or facilitate terrorist acts. Resolution 2133 (2014) calls upon States to prevent terrorists from benefiting from ransom payments or political concessions. The resolutions devote special attention to this obligation due to terrorists’ reliance on financial support to mount and sustain their criminal operations.

The Security Council Committee established pursuant to resolution 1267 (1999), the Counter-Terrorism Committee (established pursuant to resolution 1373 (2001)) consult with States on their implementation challenges. Mutual evaluations by the Financial Action Task Force (FATF) and FATF-Style Regional Bodies (FSRB) analyse the strength of the financial sector, including the safeguards in place to prevent terrorist financing. UNODC offers technical assistance on the implementation of international convention on countering the financing of terrorism and other key resolutions. Over the past several years, the available data on implementation of the key

Security Council resolutions and FATF recommendations indicate that many Member States' capacities to carry out analytical, legal, operational and practical measures to deny terrorists any form of funding need to be substantially strengthened through training, expertise development and technical assistance.

There remain areas where the United Nations system can make greater practical contribution to bringing objective and measurable improvements to Member States' record in this area. Over the past several years, a number of comprehensive assessments have been conducted on making United Nations' targeted financial sanctions more credible and effective. The call made under Security Council resolution 2133 (2014) for all Member States to continue expert discussions on KFR within the United Nations and other organizations provides the basis for focused technical discussions on identifying and propagating best practices, to address and prevent KFR. Terrorist financing typologies have evolved over the years, including through the misuse or abuse of non-profit organizations and value transfer systems, and many States lag behind in basic criminalization of terrorist financing, institutional monitoring and coordination, including with the private sector.

An effective AML/CFT regime is dependent on a number of well-developed legal provisions and technical measures that encompass a broad range of facets. The UNCCT's work aims to address specific capacity building needs in a broad range of countries through curricular programming, training workshops and sustained engagement with interested States. In this regard, the UNCCT has supported two focused capacity building projects on AML/CFT, namely the CTITF Working Group Global Capacity building Project on Terrorist Designations and Asset Freezing and the Mock Trials on Financing of Terrorism to Strengthen Technical and Legal Capacities in Argentina and Colombia. Both projects helped deliver practical and effective capacity building tools that would raise awareness and understanding of AML/CFT challenges, enhance inter-agency coordination and provide hands-on simulations for competent authorities to identify and freeze funds related to terrorist crimes and prosecute offenders.

Although a number of organizations, such as UNODC and IMF, are active in providing technical assistance on AML/CFT requirements, especially on drafting legislative frameworks, there are critical niche areas in practical implementation that future UNCCT programming will help address. These include topics that relate to due process requirements in the context of protecting human rights and humanitarian considerations while countering the financing of terrorism, stronger partnerships with the private sector, financial investigations and expanding the scope of trainees to include non-governmental entities. The UNCCT programming will also ensure sustainability of such assistance by expanding its List of Counter-Terrorism Advisors to include experts who could be deployed on short notice to provide advice and training to relevant AML/CFT sectors.

**Output 2.2:** Through UNCCT assistance, requesting Member States and regions have in place policies, legislation and trained officials to counter the financing of terrorism

2.2.1.	Support requesting Governments, financial institutions and NGOs to increase their understanding on their obligations under Security Council resolutions, FATF recommendations and of the threat of KFR and enhance their capacity to prevent and respond to terrorist financing instances.
2.2.2.	Organize training workshops to build the capacity of States on designating terrorist individuals and entities and on freezing terrorist assets to identify and respond to KFR incidents.
2.2.3.	Develop and support the implementation by Member States of global good practices on value transfer systems, including through wire transfer, cash couriers, alternative remittance systems and emerging technologies
2.2.4.	Develop and support the implementation by Member States and NGOs of global good practices to avoid non-profit organizations (NPOs) being exploited for terrorist financing purposes while at the same time ensuring their ability to operate in complex conflict, humanitarian and developmental contexts

### *c) Border Security and Management*

Members of terrorist and transnational organized crime groups, as well as FTFs continue moving across porous or uncontrolled borders or using forged and/or fraudulently obtained travel documents and visas, or by abusing genuine travel documents, initially issued for other persons.

The General Assembly resolved in the United Nations Global Counter-Terrorism Strategy (60/288) to step up national efforts and bilateral, sub-regional, regional and international cooperation to improve border security and management to prevent movement of terrorists. In the Strategy, the General Assembly also resolved to work within the United Nations system to improve border management systems as a capacity building measure.

Some Member States face enormous challenges in their implementation efforts and terrorist groups and transnational criminal organizations continue to illegally cross porous land borders to illicitly traffic *inter-alia* small arms and light weapons, ammunition and explosives, drugs, contraband and people. This undermines States' efforts to counter terrorism, the phenomenon of FTFs and cross-border organized crime and increases the vulnerability of affected populations. Ultimately, it is threatening international peace and security.

Some Governments may lack the resources to improve border security and management standards in general and inter-agency and international cooperation, border control and surveillance measures in particular.

Drafting clear mandates and frameworks of tasks and responsibilities in alignment with national legislation and international conventions will improve the professionalism of border services and relevant law enforcement agencies involved in border related issues.

Furthermore, training is required both in the use of modern technologies and standard operational procedures. Finally, modern equipment and more trained personnel are needed to ensure effective border management.

In the short and medium term, a few factors seem to be key to empower such Member States' authorities to enhance border security and management standards through institution and capacity building and enhancement of inter-agency and international cooperation, border control and surveillance standards and improving Governments' engagement with border communities.

Through this Programme, UNCCT aims to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy and Security Council resolutions 1373 (2001) and 1624 (2005). It will address the overall challenges in the areas of integrated, cooperative, or coordinated border management, including inter-agency and international cooperation, border control and surveillance issues, document security, information exchange and engagement with border communities as they relate in particular to terrorist activities.

Additionally, UNCCT will identify and provide good practices to border law enforcement services, and make use of valuable resources such as the compendium of international conventions, standards, guidelines, standard operational procedures (SOP's) and good practices based on lessons learned. Such support will allow Member States to develop comprehensive strategies and action plans aimed at ensuring the integrity of international standards in the areas of intra-agency, inter-agency and international cooperation, legal cross-border movement, border surveillance, confidential information exchange and cross-border investigation.

UNCCT will also support cross-border confidence building to enhance cooperation and effective border surveillance through the implementation of modern integrated/cooperative border management models.

UNCCT and the Global Counterterrorism Forum (GCTF) are collaborating on the development and implementation of the Border Security Initiative (BSI), which aims to assist Member States' implementation of the United Nations Global Counter-Terrorism Strategy and relevant Security Council resolutions including 1373 (2001), 1624 (2005), 2129 (2013), and 2178 (2014), as well as address the overall challenges that permeable borders pose, in particular the green border areas between Member States.

In its Presidential Statement PRST/2015/11, the Security Council specifically calls on Member States to “require that airlines operating in their territories provide advance passenger information (API) to the appropriate national authorities in order to detect the departure from, or attempted entry into or transit through, their territories, by means of civil aircraft, of individuals designated by the Security Council Committee pursuant to resolutions 1267 (1999) and 1989 (2011)” concerning Al-Qaida and associated individuals and entities. Within the CTITF Implementation Plan developed in response to PRST/2015/11 UNCCT will provide a project framework with a series of events dedicated to facilitate the development and implementation of the API systems in Member States concerned, which will strengthen the inter-agency and international cooperation of border services. The Centre will be working closely with a range of CTITF entities and IATA to implement this project.

UNCCT will continue to support Member States at their request to strengthen border security and management, including through the below output and activities.

**Output 2.3:** Based in UNCCT assistance, requesting Member States and regions have improved border security and management, including through enhanced inter-agency and international cooperation

2.3.1.	Enhance global knowledge of border practitioners on good practices in border security and management focusing on green and blue border surveillance
2.3.2.	Support the development of standards and manuals on effective border control
2.3.3.	Facilitate cross-border information exchange between border services and law enforcement agencies involved in border security and management
2.3.4.	Develop and implement capacity building projects to enhance border security and management
2.3.5.	Develop and implement projects to enhance international transport security
2.3.6.	Support the expansion of Advance Passenger Information and Personal Name Record (PNR)
2.3.7.	Promote modern standards in the area of document security
2.3.8.	Provide support for the provision of training in the area of detection of forged and/or fraudulently obtained travel documents and visas, and the abuse of genuine travel documents, initially issued for other persons



#### d) *Cyber Terrorism*

Cyber security has emerged as one of the central issues in the area of counter-terrorism, considering the high stakes both in terms of protection of the financial sector as well as vital public as well as private services, nuclear installations, mass-transit systems, satellites, energy, and water systems, medical and emergency services.

The issue of information security has been considered by the First Committee of the UN General Assembly since 1998. Four Groups of Governmental Experts (GGEs) have examined the existing and potential threats from the cyber-sphere and possible cooperative measures to address them. The latest GGE agreed on a substantive consensus report in June 2015 (A/70/174) on norms, rules or principles of the responsible behaviour of States in the cyber-sphere as well as confidence building measures, international cooperation and capacity building which could have wider application to all States. It also addresses how international law applies to the use of information and communication technologies and also makes recommendations for future work.

In assessing the threat the GGE notes that: "The use of ICTs for terrorist purposes, beyond recruitment, financing, training and incitement, including for terrorist attacks against ICTs or ICT-dependent infrastructure, is an increasing possibility that, if left unaddressed, may threaten international peace and security."<sup>10</sup> The GGE *inter alia* recommends that: "States should consider how best to cooperate to exchange information, assist each other, prosecute terrorist and criminal use of ICTs and implement other cooperative measures to address such threats. States may need to consider whether new measures need to be developed in this respect".<sup>11</sup> The GGE also recommends as a voluntary measure that States: "Encourage further work in capacity building, such as on forensics or on cooperative measures to address the criminal or terrorist use of ICTs".<sup>12</sup>

The UN should promote dialogue on the security of ICTs in their use by States, and in developing common understandings on the application of international law and norms, rules and principles for responsible State behaviour. Within the constraints and with a full realization that the discipline of cyber security is still evolving, the United Nations can play an important role in terms of leveraging its convening power and facilitating capacity building efforts. Work in the area of cyber security has to take into consideration past experience in light of the fact that countries are often hesitant in sharing their vulnerabilities.

In the CTITF Working Group "Countering the Use of the Internet for Terrorist Purposes" 2009 report, cyberattacks were identified as a specific concern linked to the notion of cyberterrorism. Through this 5-Year Programme UNCCT aims to enhance the cyber capabilities of Member States with the focus on identifying countries in Africa and Asia that can help in further building the

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<sup>10</sup> A/70/174, para. 6

<sup>11</sup> Ibid, para. 13 (d)

<sup>12</sup> Ibid, para. 21 (h)

capacities of the region. UNCCT will aim to leverage its multidisciplinary and diverse network of experts across policy and information technology communities, and also expertise from Member States.

<b>Output 2.4: Cyber Security</b>	Through UNCCT support, requesting Member States are better able to prevent terrorist cyber-attacks, and mitigate the effects and expedite recovery should they occur
2.4.1.	Organize expert workshops to enhance the understanding of the cyber security threat posed by terrorists
2.4.2.	Build Member State capacities to protect IT infrastructure and respond to attacks, including by increasing resilience of cyber infrastructure
2.4.3.	Provide a venue for sharing information on national best practices that could help streamline institutional responses to a potential attack.
2.4.4.	Expand the UNCCT List of Counter-Terrorism Advisors to include cyber security experts for deployment to requesting Member States, including on issues such as establishing guidance and best practices on the prevention and countering of cyber-attacks, assessment of cyber vulnerabilities in existing installations, building and optimisation of resilient cyber infrastructures and assistance during an identified cyber-attack

**3. Human Rights and Victims**

**Outcome 3: Human Rights & Victims** (relating to Pillar IV of the Global Strategy)  
 Drawing on UNCCT expertise/assistance and programme support, Member States ensure respect for human rights as the fundamental basis of the fight against terrorism

*a) Human Rights*

The United Nations Global Counter-Terrorism Strategy emphasizes respect for human rights and the rule of law as being fundamental to the successful implementation of any measure undertaken to combat terrorism.

As a matter of international law, it falls to the State Parties to the relevant treaties enshrining human rights to secure them for individuals living within their jurisdiction and to ensure that any measures that are taken to counter terrorism comply with these obligations. Terrorist activity can impact the enjoyment of a wide range of human rights from the right to life and security to freedom of speech, thought or association. States have an obligation to uphold international human rights law, prevent terrorist activity from impacting their rights and bring perpetrators to justice.

Repressive counter-terrorism measures can often impact the population indiscriminately and undermine legitimate organs of society. Where the burden of repression falls on a specific segment of a population it is likely to polarize society, exacerbate existing tensions, and generate more recruits for terrorist and violent extremist groups. Resources and dedicated measures to sustain the economic and social development of a society can sometimes be used to implement repressive counter terrorism measures and make it difficult to undertake national, regional and international efforts to combat terrorism that are grounded in respect for human rights. In addition, human rights abuse committed by terrorist organizations may amount to domestic or even international crimes, and in such circumstances States have an obligation to prosecute the perpetrators of such acts or extradite them to a country asserting jurisdiction over the offence in question.

By making human rights and the rule of law central to all counter terrorism strategies, States will be able to ensure the fundamental rights of people are respected and protected. Strategies that adhere to international human rights standards will also effectively sustain development and promote more peaceful and inclusive societies.

It is this commitment to ensuring that human rights are the bedrock of all counter terrorism efforts that lays the foundation for ongoing and future UNCCT work. The UNCCT has developed its human rights programmatic work in two different ways. Outcome 3 of the 5- year plan of action solely focuses on human rights and capacity building efforts of Member States to implement Pillar IV of the Global Counter-Terrorism Strategy. At the same time, it remains essential that human rights are integrated into all of the programmatic work of UNCCT.

In future, UNCCT intends to reinforce its commitment to strengthening and building the capacity of Member States to effectively implement strategies to counter and prevent terrorism and violent extremism based on human rights and the rule of law. Dedicated and focused activities under Outcome 3 and through mainstreaming human rights enable UNCCT to sharpen its strategic outlook based on the needs of Member States. Activities that seek to enhance the capacity of Member States to prevent terrorism and violent extremism, to investigate and prosecute those responsible, to promote human rights and the rule of law, address conditions conducive to the spread of terrorism and violent extremism and seek to dispel discrimination and marginalization will be further developed.

**Output 3.1:** Through UNCCT support, requesting Member States have access to good **Human Rights** practices on ensuring respect for human rights while countering terrorism and are enabled to apply them

3.1.1.	Develop practitioner tools on specific and necessary aspects of respecting human rights while preventing and countering terrorism and violent extremism
3.1.2.	Develop and implement capacity building projects aimed at ensuring respect for human rights while preventing and countering terrorism and violent extremism, including for law enforcement officials
3.1.3.	Develop, support and implement projects to strengthen Member States efforts to mainstream human rights into national and regional counter-terrorism activities
3.1.4.	Develop and support awareness raising efforts on ensuring a human rights compliant approach by Member States, including through regional organisations
3.1.5.	Enhance national coordination and cooperation on counter-terrorism based on human rights standards, including through civil society and the media

### *b) The Victims of Terrorism*

The Global Counter-Terrorism Strategy (2006) under Pillar I and Pillar IV underscores the importance attached to victims by Member States and recognises the importance of their participation in preventing and countering terrorism and violent extremism. In the past, attention was focused on the act of terror and the perpetrators, with scant regard for the effects of terrorism on its victims. Over the years this has increasingly led to the dehumanization of victims and an ever more limited space for their voices to be heard. The advent of the Global Counter-Terrorism Strategy carved out a place for victims that acknowledged that their lack of presence contributed to creating conditions conducive to the spread of terrorism. This acknowledgement further galvanised Member States to focus more on victims issues, with the result that the last two outcome resolutions of the Global Counter-Terrorism Strategy review, A/RES/66/282 and A/RES/68/276, highlighted the important role that victims play in the counter narrative as well as the need to support victims and strengthen the efforts of Member States in this regard.

Mainstreaming victims' voices into the counter narrative context can be an effective way to offset the narratives used by terrorists and violent extremists. It is important that there are alternative, credible and powerful voices to push messages countering those of terrorists and violent extremists. For victims to undertake a more central role requires their knowledge and skills to be

further enhanced and an understanding from those supporting them to treat them with dignity and an awareness of the effort this requires.

Therefore, as preventing and countering terrorism and violent extremism becomes more central to the Security Council’s imperative to maintain international peace and security, it becomes even more essential to include victims in this debate.

Even with this awareness on the plight of victims, not enough is being done. In recent years, the UN has undertaken a number of initiatives to ensure that victims’ voices have been given an international platform. The Secretary-General, in his 2008 symposium on victims of terrorism, recognised the need for more action. Activities undertaken by CTITF, UNODC and the Special Rapporteur on the Promotion and Protection of Human Rights and Fundamental Freedoms while Countering Terrorism have all contributed to increased attention to victims of terrorism in recent years.

UNCCT has signalled its commitment to the plight of victims of terrorism by supporting the UN Victims of Terrorism Support Portal, launched in June 2014. The Portal is a response to the strong desire for a single practical mechanism to provide information and resources relating to victims of terrorism. By ensuring a sustainable platform, UNCCT is able to provide space and resources to develop in-depth work to address the role and needs of victims of terrorism in the counter-terrorism efforts of Member States.

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**Output 3.2:** Through UNCCT support, requesting Member States have an enhanced capacity  
**Victims** to provide support to victims of terrorism, including by strengthening their voices

3.2.1.	Campaign for global awareness on the role of victims of terrorism, including victims participation to prevent the spread of violent extremism and terrorism
3.2.2.	Support the integration of victims of terrorism into national and regional counter-terrorism strategies and enhance the legal framework on victims of terrorism
3.2.3.	Develop and support projects to enhance Member State capacities to assist victims and to show solidarity with victims of terrorism
3.2.4.	Develop and implement capacity building projects to enhance the ability of victims to counter the narrative of violent extremists and terrorists
3.2.5.	Strengthen the UN Victims of Terrorism Support Portal as a key resource through enhanced content generation and outreach

#### 4. International Cooperation

##### **Outcome 4: International Cooperation (relating to Pillar III of the Global Strategy)**

Drawing on UNCCT expertise/assistance and programme support, Member States, UN entities and other stakeholders cooperate to prevent violent extremism and counter terrorism

##### *a) The Integrated Assistance for Countering Terrorism (I-ACT) Initiative*

Through the Integrated Assistance for Countering Terrorism (I-ACT) initiative, CTITF aims to enhance the capacity within the United Nations system to help interested Member States, upon their request, to implement the United Nations Global Counter-Terrorism Strategy in an integrated manner. The term "integrated" refers both to assisting Member States with their implementation of the Strategy across all four topical pillars of the Strategy, which address the multiple dimensions of countering terrorism, and utilizing assistance capacities and efforts from across the United Nations system.

I-ACT draws upon and complements the work of the entities participating in CTITF without replacing or duplicating that work. Overall, assistance provision or facilitation continues through the entities under their own mandates, but I-ACT helps to ensure a holistic view and provides an interface with the partnering Governments, especially by:

- Facilitating the mapping of assistance activities and identifying additional assistance needs or "gaps" by providing a complete overview of needs identified and activities undertaken or planned by CTITF entities
- Maximizing coordination of efforts by CTITF entities in the delivery of counter-terrorism technical assistance, facilitating identification of synergies and areas of complementarities and minimizing duplication of efforts
- Providing CTITF entities with access to a platform to share updated information on counter-terrorism assistance (needs assessments, completed, ongoing and planned assistance, international instruments, publications and other tools). In that regard, an I-ACT Information System has been created to enable enhanced information sharing and coordination of technical assistance delivery among the different entities of the United Nations Counter Terrorism Implementation Task Force (CTITF).

I-ACT has so far been launched in Burkina Faso, Mali and Nigeria.

Since its establishment, UNCCT has been a strong supporter of I-ACT in line with the priorities originally established for the Centre by the Executive Director in consultation with the Advisory Board. The annual Programmes of Work have included a range of I-ACT projects in Burkina Faso and Nigeria, implemented through CTITF partners such as UNODC and UNESCO, as well as by the Centre itself.

In addition, the Centre’s Programme of Work for Year III contains two projects that support the expansion of I-ACT to Mali. These projects have facilitated initial scoping missions to Mali as well as senior level engagements with a range of stakeholders, and are the first capacity building initiatives that will be delivered in Mali under the I-ACT framework.

In support of the Secretary-General’s wish to see an ‘All-of-UN’ approach in the counter-terrorism field, the Executive Director is committed to expand I-ACT to new countries. Further operationalizing I-ACT will ensure a strategic approach to capacity building in participating countries.

UNCCT will focus future work on engagements with interested Member States, joint mapping missions that take into account existing assessments by CTED, initiating catalytic projects addressing identified gaps, and ensuring coordination and coherence among other technical assistance providers.

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**Output 4.1:**  
**I-ACT** I-ACT is promoted and expanded to cover additional requesting Member States and priority gaps are identified and addressed in a coherent manner by relevant CTITF entities

4.1.1.	Support and operationalize the I-ACT initiative, including through staff resources and specific projects in line with the Centre’s thematic priorities in I-ACT countries
4.1.2.	Strengthen coordination of delivery of counter-terrorism capacity building initiatives in I-ACT countries
4.1.3.	Promote I-ACT with Member States requesting support in implementing the United Nations Global Counter-Terrorism Strategy in an integrated manner

***b) Supporting CTITF, its Working Groups and Field Based Operations***

The Counter-Terrorism Implementation Task Force (CTITF) was established by the Secretary-General in 2005 and endorsed by the General Assembly through the Global Counter-Terrorism Strategy. The mandate of the CTITF is to enhance coordination and coherence of counter-terrorism efforts of the United Nations system. The Task Force consists of 38 international entities which by virtue of their work have, have a stake in multilateral counter-terrorism efforts. Each entity makes contributions consistent with its own mandate. The Under-Secretary-General for Political Affairs and UNCCT Executive Director, Mr. Jeffrey Feltman, is the Chairman of CTITF. The Chairman is supported by the CTITF Office in implementing the coordination and coherence mandate.

The Task Force has organized its work through eleven Working Groups<sup>13</sup> and counter-terrorism related projects in areas where cooperation among United Nations system actors can add value for the implementation of the UN Global Counter-Terrorism Strategy.

A key strength of the United Nations Counter-Terrorism Centre is its establishment within the Counter-Terrorism Implementation Task Force Office. This has allowed the Centre to develop and implement projects that draw on the wealth of expertise in the various mandate areas of the CTITF entities.

Many of the CTITF entities are implementing important individual capacity building projects and programmes within their mandate areas, including in coordination with the CTITF Working Groups. There are, however, projects and programmes that require the direct involvement of a multiplicity of CTITF entities to ensure the strongest possible impact across a range of subjects. Already, UNCCT is benefitting from such cooperation, for example through its work on facilitating the development of regional strategies in Central and Southern Africa, which is implemented in close cooperation with CTITF entities such as CTED, DPA, UNODC, OHCHR, UN Women, UNDP, UNESCO and AOC. The Centre also draws on the collective expertise available in the CTITF Working Group of the Whole on National and Regional Counter-Terrorism Strategies.

There is a need to continue to leverage the expertise available within CTITF to ensure maximum impact. This may include jointly developing, funding and implementing projects aligned with UNCCT priorities and drawing on specific expertise within the relevant CTITF entity. In such instances UNCCT will work with the relevant stakeholders to fully reflect the UNCCT contribution to the achieved outcomes and impact.

Over the years a number of Member States have generously funded CTITF projects to develop good practices in a range of areas, as well as some capacity building projects. Such projects have leveraged the combined expertise of the entities. The opportunity to work on concrete joint initiatives have also been a key contributing factor in ensuring effective coordination and coherence. With the restructuring of the CTITF Office, including the establishment of a dedicated UNCCT Capacity Building Unit, CTITF Working Group capacity building projects that have thus far been managed as part of the coordination and coherence efforts will be centralized in the Capacity Building Unit. Other projects will continue with the lead of relevant CTITF entities.

The Executive Director is committed to ensuring that the programme and project implementation effectiveness and efficiency that will be gained by moving projects to the

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<sup>13</sup> 1) Conditions Conducive to the Spread of Terrorism; 2) Protection of Critical Infrastructure, including Internet, Vulnerable Targets and Tourism Security; 3) Preventing and Responding to WMD Terrorist Attacks; 4) Border Management and Law Enforcement relating to Counter-Terrorism; 5) Countering the Financing of Terrorism; 6) Promoting and Protecting Human Rights and the Rule of Law while Countering Terrorism; 7) Supporting and Highlighting Victims of Terrorism; 8) National and Regional Counter-Terrorism Strategies; 9) Legal and Criminal Justice Responses to Counter Terrorism; 10) Foreign Terrorist Fighters; 11) Preventing Violent Extremism.



Capacity Building Unit does not negatively affect the coordination and coherence efforts of the Working Groups.

UNCCT will also continue to support the United Nations system through the CTITF in coordinating policy and integrating the prevention of violent extremism throughout United Nations Peacekeeping Operations and Special Political Missions in accordance with their mandates, as well as in the activities of United Nations Country Teams to build the capacity of Member States through such mechanisms as the United Nations Development Action Frameworks, United Nations Common Country Assessments, Youth Advisory Boards, and the Global Focal Point for Police, Justice and Corrections, Disarmament, Demobilization and Reintegration and Security Sector Reform programming.

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**Output 4.2: Counterterrorism as One UN** Relevant CTITF entities have an enhanced capacity, within their mandate, to address terrorism and violent extremism, including in particular through joint efforts

4.2.1.	Identify and support CTITF Working Group projects aligned with UNCCT priorities that will benefit from UNCCT support
4.2.2.	Support requesting UNCTs, SPMs and PKOs with counter-terrorism expertise in their development of ISFs, CCAs, UNDAFs, and similar documents

### *c) Networks*

Over the last decade, global counter-terrorism efforts have led to the creation of specialized centres of excellence, training centres, resource institutions, think tanks and Government-sponsored entities and initiatives that house a wealth of knowledge on a variety of issues related to counter-terrorism, many of them connected to the framework of measures provided by the Global Strategy. Such efforts are, however, often conducted in relative isolation, and deserve to be known better outside the region of activity of the respective institution.

In order to improve international collaboration between such institutions as well as with the United Nations, UNCCT conducted the first international conference on “Engaging Partners for Capacity Building: United Nations’ Collaboration with Counter-Terrorism Centres” in Riyadh, Saudi Arabia, from 16 to 17 February 2013 and the second international conference in Brussels, Belgium, on 21 - 22 October 2014. Amidst the growing threat of violent extremism and terrorism, conference participants gave particular emphasis to stepping up information exchange, consultations and coordination. Conference participants stressed the importance of mobilizing their comparative advantages of their respective centres rooted in their international, regional

and national expertise. In this regard, participants welcomed the creation of the UNCCT Network Against Terrorism (NAT) web portal. NAT is facilitating the sharing of information, expertise and best practices and where possible coordination and consultation between the different counter-terrorism Centres and will be further expanded.

Participants at the Brussels conference recognized UNCCT’s role in facilitating information exchange, cooperation and collaboration between national, regional and international counter-terrorism centres and other relevant institutions. They called on the UNCCT to continue to strengthen this network through enhancing its collaborative efforts based a number of next steps for enhancing collaboration between them on the FTF phenomenon and PVE/CVE as well as capacity building and resource mobilization.

Under this Programme the UNCCT will continue to promote cooperation between international, regional and national counter-terrorism centres, including through the below output and related activities.

<b>Output 4.3:</b> Through UNCCT support, professional linkages between relevant global, regional and national counter-terrorism centres have been enhanced	
<b>Networks</b>	
4.3.1.	Maintain and expand the UNCCT Network against Terrorism (NAT) webportal
4.3.2.	Serve as convener of relevant global, regional and national counter-terrorism centres to enhance information sharing
4.3.3.	Build networks with think-tanks, academia and counter-terrorism experts to advance the priority areas of UNCCT

*d) South-South and Triangular Cooperation*

Terrorism has affected a number of developing countries in the global south, requiring them to learn lessons and build capacities to prevent and counter terrorism and violent extremism. These lessons may be of greater value to other developing countries than experiences in the global north, as they will have been learned and addressed in a context that is more comparable, e.g. in terms of financial resources available to the country, socio-economic factors, culture and prioritization compared to other important areas such as health, education and economic development.

Through the many activities organized by UNCCT since its establishment, the Centre has promoted the exchange of experiences of practitioners and policy-makers. Often, participants from the global south have noted that they obtained particularly relevant information from other participants from the global south. In senior level engagements, a number of Member States

have offered to share their experience in a more sustained manner, including by offering training courses on specific counter-terrorism issues.

South-South cooperation is initiated, organized and managed by developing countries themselves. It involves different and evolving forms, including the sharing of knowledge and experience, training, technology transfer, financial and monetary cooperation and in-kind contributions. South-South cooperation can include different sectors and be bilateral, multilateral, sub-regional, regional or inter-regional in nature. Collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological systems as well as other forms of support is referred to as 'triangular cooperation'.

As noted by the UN Office on South-South Cooperation (UNOSSC): South-South cooperation is a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, their national and collective self-reliance and the attainment of internationally agreed development goals. The South-South cooperation agenda and South-South cooperation initiatives must be determined by the countries of the South, guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit.

Benefits of South-South cooperation include: use of experience and capacity that already exists and the development of new capacities in developing countries; opening of additional channels of communication among developing countries; enhancement of the multiplier effect of technical cooperation; and increased knowledge of and confidence in the capacities available in developing countries.<sup>14</sup>

Given its growing network of counter-terrorism centres, experts and links to Member States, the United Nations Counter-Terrorism Centre is well placed to support triangular cooperation between countries on the DAC list of ODA Recipients (covering Least Developed Countries, Other Low Income Countries, Lower Middle Income Countries, and Upper Middle Income Countries).<sup>15</sup> The Government of Turkey has already offered the Centre to provide counter-terrorism capacity building training to officials from a range of African countries through a cost-share modality. Other Governments have also committed more generally to make available their expertise and experience.

UNCCT will support such cooperation as outlined below.

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<sup>14</sup> The preceding three paragraphs draw on information available at the website of the UN Office for South-South Cooperation ([www.ssc.undp.org](http://www.ssc.undp.org))

<sup>15</sup> List available at [www.oecd.org/dac/stats/daclist.htm](http://www.oecd.org/dac/stats/daclist.htm)

**Output 4.4:** Through UNCCT support, South-South and triangular counter-terrorism capacity building cooperation has been enhanced

**South-South**

4.4.1.	Identify and provide support for specific South-South counter-terrorism capacity building initiatives aligned with UNCCT priorities
4.4.2.	Establish fora of most affected countries in regions of the global south
4.4.3.	Collect good practices and share lessons learned on South-South and triangular cooperation on counter-terrorism

### **E. Quick Impact and Surge Capacity**

Given the ever-changing nature of the threat of terrorism, the Centre will ensure flexibility in its Programme to allow for new priorities to emerge over the next five years which will require capacity building assistance in thematic areas where UNCCT has, or can build, expertise. As such, the Centre will set aside approx. \$4.5 million per year to support quick impact projects and surge capacity for output delivery.

Traditionally, Quick Impact Projects (QIPs) are small-scale, low-cost projects that are planned and implemented within a short timeframe. UNCCT will be using QIPs to ensure fast support for priority areas identified by Member States that can be supported by deploying experts from the UNCCT List of Counter-Terrorism Advisors, and by supporting South-South and triangular initiatives under Output 4.4. In identifying QIPs, UNCCT will continue to focus on the priority areas of this 5-Year Programme, including to support the above outputs and outcomes. By their design QIPs will not be the larger and fewer projects that UNCCT will mostly focus on, but the Centre will ensure that they contribute towards the medium and longer-term objectives within this programme, e.g. in a catalytic manner.

Based on its programme delivery experience, the Centre will also ensure that funds are available for surge capacity to ensure effective delivery of projects under the above outputs. Such surge capacity will allow the Centre to respond to changing needs in project delivery, e.g. by expanding the number of countries supported through a particular project, or the recruitment of additional expertise, as needed.

## **IV. Stakeholder Analysis**

As one of the major counter-terrorism capacity building arms of the United Nations, the Centre and its 5-Year Programme will affect, and be affected by, a large number of diverse stakeholders. In line with good programme management principles, the Centre will develop a stakeholder engagement strategy and stakeholder profiles. Effective communication with stakeholders will

be essential to the success of the Programme and will be tailored to their particular interests. The Centre will also put in place mechanisms to measure the effectiveness of its stakeholder engagement.

## **A. Partners**

As detailed above, the Centre will be working closely with a range of UN partners. In presenting his Vision to the UNCCT Advisory Board, the Secretary-General noted that most of the current UNCCT projects are carried out in close cooperation with a broad range of CTITF entities. He stressed that “[t]hrough the CTITF, the Centre will continue to make the best possible use of the great expertise available throughout the UN system.” Engagement will be based on the guidance provided by the Secretary-General and the Advisory Board on the utilization of the resources available to the Centre, i.e. first, to see the Centre focus on fewer and larger projects. Second, the Centre will focus on key priority issues and geographic areas as outlined in the Vision Statement. Third, the Centre will avoid overlaps with and duplication of efforts undertaken by other CTITF entities, including by focusing on gaps and under-addressed areas. Fourth, to use UNCCT to strengthen the I-ACT initiative and expand it to new countries in the near future. Fifth, the Centre will seek to implement projects that are jointly developed, funded and implemented with partners, including Member States and CTITF entities. Co-funding is an important aspect of this last element for activities carried out in partnership with CTITF entities and other partners.

### **1. Counter-Terrorism Committee Executive Directorate (CTED)**

Under resolution 1535 (2004), the Security Council established the Counter-Terrorism Committee Executive Directorate (CTED) to assist the work of the CTC and coordinate the process of monitoring the implementation of resolution 1373 (2001). CTED carries out the policy decisions of the Committee, conducts expert assessments of each Member State and facilitates counter-terrorism technical assistance to countries. In its resolution 2195 (2014) the Security Council commended the “work under way by the Counter-Terrorism Committee and its Executive Directorate (CTED) to identify capacity gaps and to facilitate technical assistance to strengthen the implementation of resolutions 1373 (2001) and 1624 (2005), [and] highlight[ed] the important role that Counter-Terrorism Implementation Task Force (CTITF) entities, in particular the United Nations Office of Drugs and Crime [sic], as well as the United Nations Centre for Counter-Terrorism [sic], and other providers of capacity building assistance should play in technical assistance delivery [...]”

The Centre already has a close working relationship with CTED. This has been manifested in the implementation of key UNCCT projects such as the development of regional counter-terrorism strategies in Southern and Central Africa, the UNCCT-GCTF Border Security Initiative, and the KFR project. UNCCT has also supported CTED initiatives such as the establishment of an informal network of intelligence, police and customs officials in the Sahel and the establishment of counter-terrorism and transnational crime units in the Sahel. The significant analytical expertise

and the country assessments generated by CTED experts are helpful in identifying gaps to be addressed. The Centre is mindful of the technical assistance facilitation mandate of CTED and will consider recommendations in this regard to the extent that they are aligned with the priorities of the Centre. The Centre will also continue to draw on the expertise available at CTED in conducting workshops and conferences on topics within their mandate.

## **2. The United Nations Office on Drugs and Crime (UNODC)**

### ***a) Terrorism Prevention Branch***

The Terrorism Prevention Branch of the United Nations Office on Drugs and Crime is the key United Nations entity with the mandate and expertise to deliver counter-terrorism legal technical assistance to Member States for the ratification, legislative incorporation and implementation of the international legal instruments against terrorism. Specifically the Branch works to:

- promote the ratification of the universal legal instruments against terrorism;
- support the drafting and review of national legislation in order to incorporate the legal standards of these international legal instruments;
- build the capacity of national criminal justice officials to implement these standards; and
- support regional and international cooperation in criminal matters in particular in relation to requests for mutual legal assistance and extradition.

Given its commitment to avoid overlaps with and duplication of efforts undertaken by CTITF entities, the present Programme does not address these important legislative and criminal justice elements of terrorism prevention. Even so, the Centre has a solid working relationship with TPB on a range of projects, including on important cross-cutting issues such as the development of regional counter-terrorism strategies and addressing the FTF phenomenon.

### ***b) Justice Section***

The UNODC Justice Section assists States, particularly developing countries and countries emerging from conflict or with economies in transition, to develop strategies to prevent and investigate crime, and prosecute offenders. The Section builds the capacity of justice systems to operate more effectively within the framework of the rule of law, paying particular attention to vulnerable groups. Key components of the work of the Justice Section include providing assistance to victims and witnesses of crime, improving access to justice (including access to legal aid), promoting restorative justice, preventing gender-based violence, promoting justice for children and supporting prison reform and alternatives to imprisonment.

UNODC has the mandate to assist countries in building and reforming their prison systems, and in implementing non-custodial sanctions and measures in compliance with human rights principles and UN standards and norms in crime prevention and criminal justice. As part of this mandate UNODC offers assistance in improving legal safeguards for prisoners and supporting

offenders and ex-offenders to address their social reintegration needs (including in the area of criminal justice as well as labor, education, and social welfare).

UNCCT has worked with the UNODC Justice Section on previous occasions, including in the Centre's work to support the development of a counter-terrorism strategy for Central Africa. The question of how to work with terrorists and violent extremist offenders in prisons is gaining increasing attention and has, *inter alia*, been the subject matter of a UNCCT project in its Programme of Work for Year II.

UNCCT will explore opportunities for cooperation with the Justice Section on projects relating to the reform and rehabilitation of terrorists in prison settings, as well as on how to ensure that prisons do not become fertile ground for recruitment.

### **3. The Office of the High Commissioner for Human Rights (OHCHR)**

The Office of the High Commissioner for Human Rights (OHCHR) action on the issue of human rights and terrorism is guided in part by General Assembly resolution 58/187 (2003) and Commission on Human Rights resolution 2003/68 ("Protection of human rights and fundamental freedoms while countering terrorism"). These resolutions call on the High Commissioner's office to:

- examine the question of the protection of human rights and fundamental freedoms while countering terrorism, taking into account reliable information from all sources;
- make general recommendations concerning the obligation of States to promote and protect human rights and fundamental freedoms while taking actions to counter terrorism; and
- provide assistance and advice to States, upon their request, on the protection of human rights and fundamental freedoms while countering terrorism, as well as to relevant United Nations bodies.

UNCCT has a long-standing cooperation with OHCHR given the Centre's priority focus on ensuring the respect for human rights while countering terrorism. As such, the Centre has supported projects implemented by OHCHR and the CTITF Working Group on Human Rights. The Centre has also relied on support from OHCHR in ensuring that human rights are mainstreamed in the implementation of its own projects. This has, for example, been done by facilitating the participation of OHCHR experts in conferences and workshops supporting the development of regional counter-terrorism strategies.

The Centre will continue to have a close working relationship with the Office, including in particular through the work of the Human Rights and Victims cluster of the UNCCT Capacity Building Unit.

#### **4. The United Nations Interregional Crime and Justice Research Institute (UNICRI)**

The United Nations Interregional Crime and Justice Research Institute (UNICRI) is mandated to assist intergovernmental, governmental and non-governmental organizations in formulating and implementing improved policies in the field of crime prevention and criminal justice. UNICRI's goals are: 1) to advance understanding of crime-related problems; 2) to foster just and efficient criminal justice systems; 3) to support the respect of international instruments and other standards; and 4) to facilitate international law enforcement cooperation and judicial assistance.

In 2012, UNICRI started an initiative focusing on prisons and entitled Disengagement and Rehabilitation of Violent Extremists and Terrorists, with the purpose of supporting Member States, upon request, in their efforts to build effective rehabilitation and disengagement programmes for violent extremists, and to take steps to ensure that their prisons are not serving as hotbeds of radicalization. To support Member States in either building new effective disengagement and rehabilitation programmes or improving existing ones, UNICRI provides capacity building assistance based on some of the good practices and proven methodologies that are emerging from the workshops and research that are being conducted.<sup>16</sup>

UNCCT has been working with UNICRI on the issue of deradicalization and rehabilitation in prison settings in the past, including by jointly organizing an expert workshop in Istanbul, Turkey on Reintegration and Aftercare Programmes for Violent Extremist Offenders. As noted above, UNCCT is expected to continue to work on this important issue, including by drawing on the relevant expertise available throughout the system.

#### **5. The United Nations Educational, Scientific and Cultural Organization (UNESCO)**

The United Nations Educational, Scientific and Cultural Organization (UNESCO) is mandated to mobilize for education; build intercultural understanding; pursue scientific cooperation; and protect freedom of expression. Through its 'Learning to Live Together' theme UNESCO implements projects and programmes to support people in understanding each other and working together to build lasting peace. UNESCO also helps to enable people to create and use knowledge for just and inclusive societies. In this connection, UNESCO is focusing on the strategic importance of quality education to counter violent extremism, including by promoting education for human rights and peace, to prevent violent extremism.

UNESCO is also actively engaging with media to support their independent and pluralistic role in ensuring that the voices of the young are heard on how to address the conditions conducive to the spread of terrorism.

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<sup>16</sup> The preceding two paragraphs draw on information available at: [www.unicri.it/institute/](http://www.unicri.it/institute/)



Through the I-ACT initiative, UNCCT has supported two important UNESCO projects in Burkina Faso and Nigeria on promoting a culture of peace, conflict management, citizenship, democracy and good governance through non-formal education. Building on this experience there is an opportunity for the Centre to collaborate with UNESCO on projects relating to preventing violent extremism, including issues such as promoting dialogue and tolerance.

## **6. The United Nations Development Programme (UNDP) and the World Bank**

With its increased focus on Pillar I issues and the prevention of violent extremism, the Centre is expected to increasingly engage with the United Nations Development Programme (UNDP) and the World Bank. UNDP is already seeking to address how terrorism and violent extremism is impacting its development work. For example, UNDP held a Global Expert Consultation on “Radicalization and Its Implications for Development, Violence Prevention and Conflict Resolution” in Istanbul, Turkey, in 2014 to discuss these matters, and recently launched a strategy to counter and prevent radicalization in Africa. UNCCT participates in these events and has also engaged with UNDP in its project to engage the security and development sectors to counter terrorism, which included a workshop on the Role of the United Nations in Addressing Conditions Conducive to the Spread of Terrorism in the Context of the Post-2015 Development Agenda Debate held in April 2014 in Greentree, NY. UNCCT has also engaged with UNDP in the development of regional counter-terrorism strategies.

Similarly, the World Bank is increasingly looking at the development dimensions of violent extremism and how many of the existing tools and approaches from conflict-sensitive development are relevant to addressing violent extremism while taking into account that some aspects of violent extremism are different from other forms of violence. Cooperation with the World Bank with regard to specific countries particularly affected by violent extremism could evolve within the timeframe of this Programme.

## **7. Other CTITF Entities**

Throughout the years, UNCCT has also worked with a range of other CTITF entities, including by supporting CTITF Working Group projects, by jointly implementing projects, and by leveraging the expertise that these entities possess. This includes, but is not limited to, IAEA, OPCW, IOM, ICAO, WCO, IMO, UNDP, UNWomen and INTERPOL. A recent example includes the Advance Passenger Information project implemented by UNCCT under the CTITF FTF Implementation Plan. This project will be implemented with the expert support of colleagues from CTED, IOM, WCO, ICAO, and IATA, thus ensuring full coordination in the objective of raising the awareness of selected Member States of key recommendations stemming from Security Council resolution 2178 (2014).

As noted above, one of the key advantages of the Centre’s location within the CTITF Office is the ability to draw on the coordination and coherence efforts of that Office to maximize impact on

the ground in a cost-efficient way. At the same time entities can benefit from the support of UNCCT through jointly developed, funded and implemented projects, in line with UNCCT priorities.

UNCCT will continue to explore options for deepening cooperation with the above and other CTITF entities in the implementation of this 5-Year Programme in full respect of the respective mandates of these entities.

## **8. Other Partners**

Through its Network against Terrorism and in a range of other engagements, the United Nations Counter-Terrorism Centre has also established contacts with other potential partners that will be expanded through this Programme. This has included engagements with national research institutions, knowledge centres and practitioners such as the Naif Arab University for Security Studies, the Cairo Center for Conflict Resolution and Peacekeeping in Africa, the Mohammed bin Naif Counseling and Care Center, and the African Centre for the Study and Research on Terrorism.

The United Nations Counter-Terrorism Centre is working with the Global Counterterrorism Forum (GCTF), launched in 2011, to support the implementation of the Global Counter-Terrorism Strategy, including through a joint Border Security Initiative.

UNCCT will continue to expand the partnership with such entities, including by drawing on the regional and subject matter expertise available through these partners.

## **B. Beneficiaries**

The objective of UNCCT is to contribute to the full implementation of all four Pillars of the UN Global Counter-Terrorism Strategy through the Counter-Terrorism Implementation Task Force, including by ensuring that Member States and the UN have an enhanced capacity to implement the Strategy.

Sustainable impact of capacity building projects can only be achieved through local ownership. UNCCT will therefore continue to work closely with Member State Governments to ensure that its projects respond to specific requests and needs of countries. The Centre will also work with the Governments in the development of project documents that will have a clear plan for sustainability beyond the project period.

Cooperation between UNCCT and Member States and regional organizations will continue to be based on the principles of national ownership, coordination and action adapted to developments on the ground, in line with international standards and norms based on human rights and inspired by the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation. Programme activities will be based on partnership arrangements that clearly articulate mutual responsibilities and accountability for results. UNCCT's work with Governments will be carried out in full consultation and partnership with other partners on the national and regional level, as well with the broader UN system.

All UNCCT capacity building efforts in Member States and regions are based on requests from the relevant State. This is a fundamental premise to ensure respect for national sovereignty and national ownership of programme and project outcomes. As such, the Centre will continue to engage with Member States on the design and delivery of capacity building projects. The Centre will also work with beneficiaries and other stakeholders, including other technical assistance providers, to avoid duplication of efforts and waste of resources. Beneficiaries will also be involved in the project oversight of individual UNCCT projects, to ensure that the projects deliver value to the requesting States.

The Secretary-General has directed the Centre to pay particular attention to countries that are especially affected by terrorism in Africa, as well as the Middle East and South Asia. This does not preclude other regional and national engagements, but is an expression of where the majority of UNCCT projects are intended to be implemented in the present Programme.

UNCCT is committed to ensure that each project takes properly into account all the relevant stakeholders in the design of the project, including to ensure national ownership and sustainability.

### **C. Donors**

In its Plan of Action the Centre recognized that given the relative scarcity of resources for the United Nations, the most practical and realistic model for increasing donor support would be for UNCCT to establish a mechanism to incentivize counter-terrorism by jointly funding capacity building projects with other donors. The Centre will work towards having most of its future projects developed and implemented contingent on other donors and the recipient country also providing funds to the project. This modality would have several advantages, including greater impact, greater ownership by the beneficiary, and greater involvement by Member States in the funding decisions of UNCCT. It will mobilize broad based Member State support for UNCCT projects and activities and strengthen the 'UN identity' of the Centre.

Under the leadership of the Executive Director, the Centre will reach out to Member States to identify options for jointly developed, funded and implemented projects. Likewise, the Centre will explore options for jointly developing, funding and implementing projects with CTITF entities for projects where the respective competencies of each can best be leveraged.

The Centre has already successfully raised funds in this manner for projects that form part of its Programme of Work for Year III as well as the CTITF FTF Implementation Plan developed in response to PRST/2015/11.

The secured extra-budgetary funding for the next five years means that the Centre has staffing available to develop, manage and implement capacity building projects. Donors thus have an added incentive to support UNCCT projects as these will fund mainly project activities and required expertise.

It is expected that this 5-Year Programme will support donor engagements with its longer perspective and more detailed focus areas, allowing for dialogue on how donor priorities relate to those of the Centre.

To ensure management efficiencies UNCCT will work with donors to streamline reporting obligations, in particular as they relate to substantive reporting.

## V. Programme Management

### A. Funding

This Programme will be funded through a combination of UNCCT core funding generously provided by the Government of Saudi Arabia and contributions made by other countries for specific programme elements and projects and for UNCCT generally.

Core funding will allow the Centre to budget approximately \$10 million each year for five years for projects, while maintaining necessary staffing at a cost of \$5,5 million per year. The Centre would then have a reserve contingency budget of \$22,5 million to address terrorist threats that may arise over the next years requiring urgent action. The Centre will adjust programming to reflect additional resources provided to the Centre from other donors and will place considerable emphasis on effective fund-raising by working with donors to develop projects that both meet donor and beneficiary needs and are aligned with the thematic areas outlined in this Programme.

The Centre will seek to raise between \$5-10 million in the first two years from Member State counter-terrorism sources and thereafter reassess its fundraising strategy. The Centre will work with donors to determine if they require hard-earmarking for specific projects, or if funds can be provided generally towards the implementation of this Programme. The Centre will also reach out to countries providing Associate Experts/Junior Professional Officers to the United Nations system to explore possible support options.

UNCCT will further enhance its efforts to incentivize donors by identifying implementing partners to jointly develop, fund and implement projects, including to ensure a broader donor base for the Centre. Achievements in this regard should positively impact the budget projections for the Centre, including its ratio of operating and project implementation costs, including support by partners making available expertise and other in-kind contributions.

### B. Implementation Modalities

When implementing capacity building projects, the Centre will rely on a variety of implementation modalities to ensure that projects have maximum impact while being implemented in a cost-efficient manner in full conformity with UN regulations and rules. The Centre will have subject matter expertise in key and under-addressed priority areas.

The Centre will continue to directly implement the majority of its projects, including by planning and executing capacity building activities in the Centre and by making available subject matter experts to requesting countries. The staff recruited for the UNCCT Capacity Building Unit will therefore be selected based both on their expertise and their project management competencies.

To ensure sustainable impact on the ground, UNCCT will further develop its ability to deliver projects in Member States. This will increasingly include large-scale projects. In this regard the Centre may need to draw on service providers with a field presence. Depending on the specific projects, such service providers can deliver elements of projects in the field while ensuring the full control and ownership of UNCCT. Going forward, this may include a combination of in-country consultant recruitment, procurement and logistics.

The United Nations Counter-Terrorism Centre is established within the Counter-Terrorism Implementation Task Force to ensure that expertise available throughout the UN-system is leveraged in support of the implementation of the UN Global Counter-Terrorism Strategy. The Centre will avoid duplicating the efforts of other CTITF entities by focusing on identified gap areas. At the same time, experience has shown that considerable benefits can be derived from CTITF Working Groups undertaking projects that draw on the expertise of all the constituent members. UNCCT has successfully supported such efforts in the past, e.g. in the development of the Basic Human Rights Reference Guides, building capacity on improving terrorist designation and asset freezing regimes, developing principles for the development of national and regional counter-terrorism strategies, and ensuring effective inter-agency interoperability and coordinated communication in case of chemical or biological attacks.<sup>17</sup> When working together on such projects the benefits are greater than the sum of their parts.

## **C. Gender and Human Rights**

### **1. Mainstreaming Gender**

In its Resolution 2010/29 the Economic and Social Council (ECOSOC) stressed the importance of mainstreaming a gender perspective into all policies and programmes in the United Nations system. ECOSOC requested “the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue mainstreaming the issue of gender in accordance with previous Council resolutions, in particular resolution 2008/34, and General Assembly resolution 64/289, including mainstreaming a gender perspective into all operational mechanisms [...]” ECOSOC also requested “the United Nations system to continue to support

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<sup>17</sup> Projects led by the Working Groups in Promoting and Protecting Human Rights & the Rule of Law while Countering Terrorism, Countering the Financing of Terrorism, National and Regional Counter-Terrorism Strategies, and Preventing and Responding to WMD Terrorist Attacks, respectively.

Member States, upon their request, in the implementation of national policies for the achievement of gender equality and empowerment of women.”<sup>18</sup>

ECOSOC has previously defined gender mainstreaming as “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.”<sup>19</sup>

In its work and organization the Centre will also benefit from the UN System-wide Action Plan (UN-SWAP) on gender equality and women’s empowerment, the goal of which is to enhance the UN system’s ability to hold itself accountable in a systematic, coordinated and harmonized manner for its work on gender equality and the empowerment of women.

UNCCT is committed to ensuring that gender is mainstreamed into its programmes. Gender equality is seen as a key in ensuring sustainable development and is particularly important in effectively preventing and countering terrorism and violent extremism. While a few indicative activities relate specifically to gender issues, the majority of outcomes and outputs have to be considered in a broader context. As such, gender perspectives and gender analysis are integrated into all stages of design, implementation and evaluation of the Programme.

Since the adoption of Security Council resolution 1325 (2000), acknowledging the important role of women in peace and security, gender mainstreaming has been an essential element for peace operations. Security Council resolution 2242 (2015) further strengthens the normative framework on women, peace and security and urges Member States and the United Nations system to integrate women’s participation in their efforts to prevent and counter violent extremism. As noted above (see Output 1.1), the UNCCT will respond to this call in a concrete programmatic manner. The Centre will also explore avenues for women’s empowerment throughout its programme and project delivery.

Ensuring that gender is taken into account throughout the programme process is important not only because it increases the effectiveness of UNCCT and beneficiaries in the capacity building efforts, but also because gender equality is at the foundation of a just and equal society which is a core element in fighting terrorism. The programme outcomes cannot be fully achieved without ensuring that they benefit both men and women. Thus, UNCCT seeks to ensure equitable gender representation in its project activities and in its recruitment of staff and expert consultants. UNCCT will work with the DPA Gender Adviser and UN Women to ensure that gender is effectively mainstreamed in its programming.

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<sup>18</sup> ECOSOC Resolution 2010/29, paragraphs 3 and 4.

<sup>19</sup> *The Report of the Economic and Social Council for 1997*. United Nations, 1997.

## 2. Mainstreaming Human Rights

In order for counter-terrorism efforts to succeed, international human rights standards must be adhered to, and support to both duty bearers (Member States) and rights holders (people) must be grounded in human rights. Member States, through the Global Counter-Terrorism Strategy and human rights law, have recognised that the protection of human rights and the rule of law is a fundamental requisite to effective counter-terrorism strategies. Therefore, human rights activities will not only be undertaken under Outcome 3 but integrated into all programmatic work of UNCCT that will be developed in line with a human rights-based approach.

This programme is in line with a Human Rights Based Approach to Development Programming. In any programming on preventing and countering terrorism it is of extraordinary importance to ensure that the outcomes and outputs further the realization of human rights as laid down in international human rights law, and as highlighted by the United Nations Global Counter-Terrorism Strategy. The principles enshrined in these documents have guided and will guide all phases of the programming process.

Human rights are thus not just an issue for the activities to be undertaken under Outcome 3, but will impact across the entire Programme.

### D. Risk and Issue Management

This Programme will be implemented in an environment of considerable complexity, uncertainty and ambiguity given the ever-changing nature of the threat of terrorism. Events and situations may therefore affect the direction of the Programme, the delivery of outputs and the achievements of outcomes.

UNCCT will ensure effective risk and issue management throughout the duration of the Programme. In doing so UNCCT will consider risks at the strategic, programme, project and operational level. The Centre will also put in place a risk management strategy that will describe roles and responsibilities for risk management, methods for determining likelihood and impact, relevant early warning indicators, information flows and reports to be produced, as well as criteria and processes to be used in escalating risks and assessing the effectiveness of risk responses. Throughout the Programme, UNCCT will handle risks in line with a standard risk management framework, i.e. identify, assess, plan and implement – supported by communication.

The below table illustrates some of the key risks that will be managed in the Programme.

Risk			Mitigation
Identification	Likelihood	Impact	Risk Mitigation Strategy
Risk 1: Duplication of efforts/ lack of coordination on	Low	Medium	UNCCT is well placed to avoid duplication of efforts, especially with other CTITF entities, given its location within the CTITF

capacity building initiatives			<p>Office and close coordination with CTITF Working Groups on relevant programme elements.</p> <p>UNCCT has also designed the Programme to focus on priority areas un- or under-addressed by other capacity-building entities.</p> <p>UNCCT will also ensure coordination with other technical assistance providers, including through close consultations with beneficiaries.</p> <p>The impact, should the risk occur, relates to the inefficient use of resources and should not negatively affect the impact of the programme/project.</p>
Risk 2: Lack of diversification of funds	Medium	Low	<p>UNCCT has already successfully attracted additional donors to support specific projects.</p> <p>The opportunity to create win-win solutions with prospective donors, multiplying impact by combining resources should attract additional donors, as should long term planning undertaken through this programme.</p> <p>The impact is assessed as low as the Centre will be able to carry out specific projects, even without co-funding.</p>
Risk 3: Reduced impact caused by lack of focus	Medium	Medium	<p>The very broad mandate of UNCCT allows it to engage in a number of important counter-terrorism and prevention of violent extremism areas.</p> <p>Discipline will, however, be required to ensure that focus is maintained through efficient programme management. The 12 outputs defined in this Programme will support this focus.</p>



			UNCCT will also ensure that donor engagements are driven by UNCCT programming, thus decreasing the risk of further lack of focus.
Risk 4: Changes in the terrorism landscape are not adequately addressed by the thematic priorities of the Programme	Medium	Low	<p>Terrorist organizations are tremendously adaptable and the terrorist threat continues to change. Organizations and Member States are therefore sometimes working on solutions for yesterday's problems.</p> <p>To ensure that this 5-Year Programme does not restrict the Centre in the face of new unimagined threats, the Centre has built in a considerable contingency of \$22.5 million to address new threats.</p>

As noted, systematically and efficiently managing issues in a programme is as important as managing risks. As with risk, UNCCT will utilize the standard issue management framework of capture, examine, propose course of action, decide, and implement – supported by monitoring and control. As issues can be both threats and opportunities, responses will be tailored to the specific issue.

### **E. Security**

In implementing this 5-Year Programme the Centre will need to consider security of staff and project beneficiaries. It has sadly been seen on several occasions that the United Nations is a target of terrorist organizations. Many UN staff members have lost their lives to terrorist attacks. UN staff working on counter-terrorism capacity building project could be targets of future attacks.

The Centre will therefore work closely with the United Nations Department for Safety and Security (DSS) and host Governments to assess and respond to the threat to each project activity. The Centre will usually seek to limit advance publicity concerning specific events as well as announcements such as billboards and banners announcing any event such as a workshop or a conference. Similarly, while the UNCCT website will include a wide range of information about the work of the Centre, care will be taken to ensure that details are not provided about forthcoming events. The Centre will also avoid using photographs and other media that could expose workshop participants to threats, as relevant.

All UN staff and consultants, including those working for the Centre, are required to undertake the DSS trainings 'Security in the Field' and 'Advance Security in the Field.' Staff also receive security briefings upon arrival to a new field location.

## **F. Reporting and Monitoring**

### **1. Reporting**

Since its establishment, the Centre has benefited greatly from the advice of the UNCCT Advisory Board, chaired by Ambassador Abdallah Y. Al-Mouallimi, Permanent Representative of Saudi Arabia to the United Nations. In recognition of the valuable contribution of all members, the Secretary-General has extended the membership and chairmanship for an additional three years effective April 2015.

The Centre is reporting to the Advisory Board on a quarterly basis to inform on progress in the implementation of its projects. The Centre also informs of any issues the projects may face that merit the attention of the Board. On an annual basis, UNCCT submits its more detailed Annual Report which details not only project outcomes, but also relevant programme management issues and budget information.

The Chairman of the CTITF/Executive Director of UNCCT and/or the Director of the CTITF Office and UNCCT briefs the wider UN membership on a quarterly basis on the activities of CTITF. In this connection, information is also provided concerning UNCCT. The Executive Director and the Chairman also briefs the general membership specifically about UNCCT on an annual basis.

Further, the Secretary-General, in his biennial reports to the General Assembly on the activities of the United Nations system in the implementation of the UN Global Counter-Terrorism Strategy now contains a specific section dedicated to the work of UNCCT. The projects of the Centre are also featured in the CTITF matrix of projects.

The Centre reports to donors in line with the requirements of individual contribution agreements. Usually, this will include both substantive and financial reports submitted on a regular basis. The Centre will continue to provide effective reporting in this regard as a key element in donor relations and efficient fund raising.

Whenever possible, the Centre will work with donors to streamline reporting obligations thus minimizing staff time required to fulfil these obligations. The introduction of Umoja and the Nova Project Management module should also allow for more specific financial reports, including by linking financial expenditures with relevant programme and project outcomes and outputs.

### **2. Monitoring**

The Centre will closely monitor the implementation of this Programme and the underlying projects. In this connection the Centre will develop and utilize a Programme Logical Framework which will establish key performance indicators for measuring the achievement of the specific

thematic outputs and outcomes. Following consultations with its Advisory Board, the Centre will engage in an in-depth data-analysis and assessment effort to develop indicators, baselines and targets for each of the outcomes and outputs that will provide verifiable data to measure change achieved through the 5-Year Programme. The logical framework will be used throughout the life-cycle of the Programme and may be adjusted in the process as more accurate data becomes available and assumptions are verified or discarded.

At the project level, project managers will be required to develop individual project logical frameworks which provide appropriate indicators for the specific projects.

#### ***a) Programme Logical Framework***

This 5-Year Programme seeks to generate four specific thematic outcomes associated with the four Pillars of the Global Strategy and twelve related outputs. To ensure effective monitoring towards the achievement of these outcomes and outputs the Centre will use a logical framework as key tool in Results Based Management.<sup>20</sup> The logical framework will include key indicators, means of verification and external factors to be considered in the delivery of the programme outputs.

The logical framework builds on and integrates the UNCCT Results Framework introduced in 2014 to ensure a more result-focused framework at the programmatic level. With the continued growth of the Centre, and taking into account the General Assembly's attention to increased transparency, accountability and effectiveness in United Nations counter-terrorism efforts,<sup>21</sup> the Centre will develop a significantly more detailed logical framework at the programmatic level against which its work is measured, thus increasing accountability. As noted, the Centre will dedicate significant effort to fully develop the logical framework following consultations with its Advisory Board.

The 2014 Results Framework was an important step in this direction and information collected to measure progress will serve as useful baseline data in the logical framework to be developed, especially as it relates to Outcome 4 of the 5-Year Programme.

#### ***b) UNCCT Project Monitoring***

UNCCT places considerable emphasis on ensuring that its projects are well planned and implemented and the project managers report on progress against set targets. In developing projects, project managers are required to draft full project documents, including logical frameworks that provide a clear reasoning for the project and show how it contributes to the implementation of the UNCCT Programme.

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<sup>20</sup> UNDG, Results-Based Management Handbook – Harmonizing RMB concepts and approaches for improved development results at the country level, October 2011

<sup>21</sup> A/RES/68/276, o.p. 16

Project documents include indicators that are Specific, Measurable, Achievable, Relevant and Time-bound (SMART). Project managers are expected to report to programme management at least every quarter as well as when there are issues requiring senior management engagement. Once implemented, project managers submit a project implementation report that provides details on the results, residual benefits and an evaluation, including on the sustainability, as well as on project management issues such as the timeframe, relevant changes, mainstreaming of human rights and gender, financial information, synergies exploited, communications, and lessons learned. The reports also include recommendations and suggestions for possible or required follow-on action. These reports provide a valuable tool for UNCCT in its continuous efforts to improve project implementation.

The Centre is also advancing the use of project management software that will allow the project managers, and the programme manager, to effectively plan and track the implementation of projects and the related budget and expenditures. This element is also expected to allow for more detailed reporting.

## **G. Evaluation**

This Programme is intended to be subject of a comprehensive independent mid-term evaluation through the United Nations Evaluation Group (UNEG) norms and standards. While the Department of Political Affairs is not a member of UNEG, the Centre will explore how to benefit from the Group's work. The mid-term evaluation will assess the achievement of the overall objective and outcomes of the Centre. As such, the evaluation will offer an opportunity for ongoing lessons learned by UNCCT senior management, programme and project managers and the UNCCT Advisory Board. The evaluation will also increase accountability for achieving results. The Centre will also request an in-depth final evaluation of the Programme in the fall of 2020.

The Centre may also request independent evaluation of its larger projects on an individual project basis. In determining which projects the Centre will have evaluated independently senior management will consider the overall cost of the project as well as whether significant lessons learned are to be expected from the evaluation. The Centre will also engage in consultations with donors on the need to include costs for evaluations in their support for specific projects.

In line with international good practices for development aid, the following criteria will be considered when evaluating the UNCCT Programme and its projects: Relevance; Effectiveness; Efficiency; Impact; Sustainability.<sup>22</sup>

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<sup>22</sup> The criteria were first laid out in the DAC Principles for Evaluation of Development Assistance and later defined in the Glossary of Key Terms in Evaluation and Results Based Management.

## H. Outreach and Visibility of the Centre

The Secretary-General, the Chairman and the Advisory Board have all stressed the need for the Centre to improve its outreach efforts, including by creating a strong brand and presence on the web.

The Centre has responded by dedicating specific resources to public information. The Centre is also working on a communication strategy anchored in and implemented by UNCCT in order to ensure the Office-positioning and raising awareness on the Programme in a coherent manner. The first priority in this regard has been the urgent and complete revision of the Centre's website as a stand-alone with close links to the CTITF website. The completion of a new website in the six official languages is expected to be finalized in 2015.

For the period 2016-2020, the UNCCT will further develop a communication strategy aimed at positioning UNCCT and increasing the visibility of the Centre, showcasing its achievements and activities. The Centre will work in close collaboration with the Department of Public Information and the Network of United Nations Information Centres around the world.

Considering that terrorist groups increasingly use new information communication technologies as part of their strategies, the communications strategy will need to take security into consideration in order to avoid putting its activities, staff and participants at risk.

The positioning of UNCCT would be based on the six-point vision statement presented by the Secretary-General to the Advisory Board, translated into three main elements:

1. Providing strategic and effective capacity building to Member States in implementing the UN Global strategy
2. Fostering an 'All-of-UN' approach
3. Becoming a Centre of Excellence in counter-terrorism

The different audiences identified for the communication strategy would be:

- Member States to jointly develop, fund and implement capacity building projects
- The UN system benefiting from the UNCCT and vice-versa to ensure that counter-terrorism is mainstreamed into their work. This in accordance with the SG's vision statement outlining support for UN Peace Operations and Country Teams. Effective internal communication will help the CTITF entities to implement projects following an 'All-of-UN' approach.
- Civil society, academics and the private sector who the Centre will partner with to build its positioning.

In the future, the Centre will further develop a number of products and communications channels such as:

- The website, to promote activities, projects and events and would become a platform of reference
- Publications such as "Progress & Achievements" as well as thematic publications

- Promotional and training materials: flyer, memory sticks, workshop material

The UNCCT will also continue to raise awareness on official meetings such as the UNCCT Advisory Board, Member States briefings and organize the UNCCT Speaker series on innovative approaches at UNHQ and in the field. The Centre will define ways to develop its presence in print, on-line and social media in an appropriate manner.

In order to ensure the effective development and implementation of its programmes the UNCCT will develop communications as part of its programming. Communications will be tailored to each project with specific baselines and evolving key messages to ensure that the purpose of the programme is properly understood by various stakeholders and beneficiaries and thus contributing to its success.

The Centre will develop strategic partnerships with academia and the private sector in order to tackle better the use of media and social media by terrorist and violent extremist groups. In this connection, the Centre will also benefit from the work already undertaken to establish the UNCCT Network Against Terrorism (NAT) webportal.

### **Annex I – List of continued and new projects for 2016 - rev**

<b>Outcome 1: P/CVE (relating to Pillar I of the Global Strategy)</b>	
Projects continued from UNCCT Programme of Work for Year III	
Output 1.1	Implementing the Global Strategy in Central Asia
Output 1.2	UNCCT-2014-32: Enhancing Understanding of the Foreign Terrorist Fighters Phenomenon in Syria
New projects to be initiated in 2016	
Output 1.1	Supporting Member States to implement the Plan of Action to Prevent Violent Extremism, including in terms of development of national strategies and strategic communications
	Assisting most affected countries through pilots on addressing the development-related drivers of violent extremism
	Supporting Governments seeking to develop and implement education programs that promote civic education, soft skills, critical thinking, digital literacy, tolerance and respect for diversity
Output 1.2	Strengthen Member State capacities to manage FTFs in prison settings and prevent radicalization of other inmates
	Support enhanced regional cooperation among Member States in countering FTF phenomenon, including by supporting information sharing between concerned Member States
<b>Outcome 2: Combatting Terrorism (relating to Pillar II of the Global Strategy)</b>	
Projects continued from UNCCT Programme of Work for Year III	
Output 2.2	UNCCT-2014-29: KFR

	UNCCT-2013-27: Mock Trials on Financing of Terrorism
Output 2.3	UNCCT-2014-33: UNCCT Border Security Initiative
	UNCCT-2014-34: AvSec in Nigeria
	UNCCT-2015-37: Advance Passenger Information
<b>New projects to be initiated in 2016</b>	
Output 2.1	Support requesting Member States and regions in the development of holistic and integrated counter-terrorism strategies
Output 2.2	Targeted Financial Measures to Counter Terrorism [moved from CTITF Office]
Output 2.3	Provide support for the provision of training in the area of detection of forged and/or fraudulently obtained travel documents and visa, and abuse genuine travel documents, initially issued for other persons
Output 2.4	Enhance the understanding of the cyber security threat posed by terrorists
	Provide a venue for sharing information on national best practices that could help streamline institutional responses to a potential attack
<b>Outcome 3: Human Rights &amp; Victims (relating to Pillar IV of the Global Strategy)</b>	
<b>Projects continued from UNCCT Programme of Work for Year III</b>	
Output 3.1	UNCCT-2012-9: Basic Human Rights Reference Guides
	UNCCT-2013-14: Right to Fair Trial
	UNCCT-2014-31: Community Engagement through Human Rights-Led Policing
	Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law and the Prevention of Terrorism
Output 3.2	Victims media training: Amplifying voices, building campaigns: Training and capacity building on the media in establishing a communications strategy for victims of terrorism
	Maintain and enhance the UN Victims of Terrorism Support Portal
<b>New projects to be initiated in 2016</b>	
Output 3.1	Strengthening regional organisations efforts to support regional efforts to integrate counter-terrorism and human rights amongst its constituent states at the national and regional level
	Enhance national coordination and cooperation on counter-terrorism based on human rights standards through strengthening national networks of Governments, civil society and the media
	Strengthen the skills and capabilities of female police officers to work within a human rights framework when dealing with counter-terrorism issues
Output 3.2	Enhance cooperation between Member States and civil society on victims of terrorism in order to strengthen good practices to create victims networks in Africa

	Raise awareness on the plight of victims of terrorism and advocate for their rights through social media
<b>Outcome 4: International Cooperation (relating to Pillar III of the Global Strategy)</b>	
Projects continued from UNCCT Programme of Work for Year III	
Output 4.1	UNCCT-2014-36: Mali Security Sector II
Output 4.3	UNCCT-2013-24: Fostering International Counter-Terrorism Cooperation and Promoting Collaboration between National, Regional and International Counter-Terrorism Centres (NAT)
New projects to be initiated in 2016	
Output 4.1	Promote I-ACT with Member States requesting support in implementing the United Nations Global Counter-Terrorism Strategy in an integrated manner
Output 4.2	Engaging the UN System in devising an "All-of-UN" PVE sensitive approach in national, regional and global efforts
Output 4.3	Global Network of Counter-Terrorism Centres, including NAT - Phase III
Output 4.4	Establish fora of most affected countries in regions of the global South