FINAL REPORT

FINAL EVALUATION OF THE PREVENTING AND RESPONDING TO VIOLENT EXTREMISM IN AFRICA: A DEVELOPMENT APPROACH PROJECT

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LIST OF ACRONYMS AND ABBREVIATIONS

AUC	African Union Commission
CO	Country Office
COP	community of practice
C/PVE	Countering and Preventing Violent Extremism
CSO	Civil Society Organization
CT	Counter Terrorism
ECOWAS	Economic Community of West African States
ET	evaluation team
HRBA	human rights-based approach
IP	Implementing Partner
KM	knowledge management
KII	Key Informant Interview
GEWE	gender equality and women's empowerment
HR	human rights
IGAD	Intergovernmental Authority on Development
JtE	Journey to Extremism
LCB	Lake Chad Basin
LCBC	Lake Chad Basin Commission
MENA	Middle East and North Africa
MHPSS	Mental health and psychosocial support
NAP	National Action Plan
ProDoc	Project Document
PVE	Preventing Violent Extremism
PWD	persons with disabilities
RBA	Regional Bureau for Africa
RBAS	Regional Hub for Arab States
REC	Regional Economic Communities
RP	Regional Plan
RSCA	Regional Service Centre for Africa
SDG	Sustainable Development Goal
SNCCT	Sudan National Commission for Counter Terrorism
SP	Strategic Plan
TA	Technical Assistance
TBD	To be determined
ToC	Theory of Change
TOR	Terms of Reference
ToT	Training of Trainers
UK	United Kingdom
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNOCT	United Nations Office of Counter-Terrorism
UNSG	United Nations Secretary General
VE	Violent Extremism

EXECUTIVE SUMMARY

Background and Purpose

The United Nations Development Programme (UNDP) Regional Bureau for Africa (RBA), in collaboration with the Regional Bureau for Arab States (RBAS), launched the six-year "Preventing and Responding to Violent Extremism in Africa: A Development Approach (hereinafter referred to as Regional PVE Project)" project in 2016 as a pilot approach to learn what and how UNDP can contribute towards preventing violent extremism (PVE). The Regional PVE Project has been implemented through the Regional Service Centre for Africa (RSCA) in collaboration with the Regional Hub for Arab States in Amman up to the end of 2021 through working with UNDP Country Offices and other partners and stakeholders across Africa through a "whole of government" and "whole of society" approach.

The purpose of the evaluation is to learn lessons from the design and implementation of this USD 27.9 million six-year regional initiative at the end of implementation in 2021. The Final Evaluation was tasked with assessing the overall progress and results of the Regional PVE Project's interventions against their intended goals and objectives towards whether the project's methodologies and engagement strategies should be sustained in a longer-term development approach to PVE in Africa. The evaluation has focused on the 2018-2021 experience of the project since the project had a mid-term assessment in 2018.

Political and Development Context

The growing impact of VE on African countries and the increasingly transnational character of VE across Africa motivated the development of the project. In an innovative design, the Regional PVE Project was developed and launched by RBA in collaboration with RBAS due to the identified need to work at the continental level, which transcends UNDP Bureau lines. The project was thus able to work on PVE in countries in Africa covered by both Bureaus.

Description of the Regional PVE Project

The project was designed to support development interventions to build resilience against violent extremism at the regional, country and community-levels. The Regional PVE Project provides an umbrella and theoretical framework for interventions at the regional level with the African Union Commission (AUC), regional economic commissions (RECs), and civil society networks plus with UNDP Country Offices (COs), governments, as well as civil society organizations (CSOs) that work at national and community levels through discrete projects. The regional PVE project is linked to and contributes to UNDP's global and regional frameworks.

The project has funded projects with the AUC, RECs, and cross-border CSO networks as well as 12 country-level PVE-projects implemented by UNDP COs with governments and other partners in Cameroon, Chad, Kenya, Mali, Morocco, Nigeria, Somalia, Sudan, Tanzania, Tunisia, Uganda, and West-Africa (Ghana, Togo, Benin)). The Regional PVE project team has provided technical support to 10 other COs. Project activities are organized and reported on through nine outputs:

Output 1: National PVE coordination and capacities are developed and linked to regional strategies

Output 2: Criminal justice systems, human rights organizations and communities are able to prevent and address violent extremism

Output 3: Members of extremist groups are disengaged from extremist groups and reintegrated into communities.

Output 4: At risk youths and vulnerable people in hot-spot areas benefit from livelihood initiatives.

Output 5: Violent narratives and extremist propaganda are countered.

Output 6: Religious institutions have the capacity to prevent and respond to violent extremism

Output 7: Women are empowered to play a leading role in prevention and response to violent extremism.

Output 8: Regional and national policies and programming are informed by research and analysis on violent extremism.

Output 9: Regional and sub-regional entities are coordinated and enabled to prevent and address violent extremism.

Evaluation Methods

The Final Project Evaluation was conducted by a team of two international evaluators in October, November, and December 2021, with analysis and writing extending into January and early February 2022. The evaluators developed the methods to be used in an inception report, which was reviewed and approved by UNDP. The ET proposed in the inception report to interview UNDP staff and stakeholders in eight countries of the 12 countries where CO projects were funded. With the limitations on evaluator participation due to health, the ET focused more on six countries, two countries from each of the categories of 'epi-centre', 'spill-over', and 'at-risk' countries (Somalia, Cameroon, Chad, Sudan, Tanzania, and Ghana). The Evaluators then reviewed documents from the project and PVE community as well as conducted remote interviews with current and former Regional PVE Project staff, RBA and RSCA management, RBAS management, selected UNDP CO staff, UNDP headquarters staff, development partner staff, and selected regional organization, governmental, and civil society partners of the project. The evaluators review focused on answering 45 discrete evaluation questions under evaluation criteria of relevance, effectiveness, efficiency, and sustainability plus cross-cutting issues of human rights, gender equality, and conflict sensitivity. These questions have been used to organize the evaluation, including the report. The ET submitted a draft evaluation report for review in February and briefed the Project Board on evaluation findings, conclusions, and recommendations 24 February. The Final Evaluation Report addresses written and oral questions and comments on the draft from UNDP and board members.

Key Findings and Conclusions

Relevance

The Regional PVE Project was found to be highly relevant to the context and changes in Africa at the time of development and through the period of implementation. The wide range of outputs and the flexibility to respond to changing conditions were seen as pluses in design and implementation – and needed to address the complex topic of violent extremism (VE) across the diverse continent. The project fit well into the priorities of both regional bureaus' regional programme outcomes. The theoretical framework for a developmental approach to PVE from the Project Document (ProDoc) was seen as having proposed a relevant approach that took advantage of UNDP's comparative advantages in working with the AUC, RECs, and governments as well as civil society in the 54 countries of Africa. Having the project work at the regional level and with regional partners, with UNDP country offices and national partners at the country level, and at the community level within countries through UNDP offices in countries and with local-level partners was seen as making the project more relevant, including through links between these three levels. Research done by the project was seen as highly relevant to the project, partners, and for activities. Program data and interviews found strong justification for the relevance for the different PVE projects in all countries where PVE-specific projects making it not possible to identify some projects as the most relevant. Some RECs however were less engaged in collaboration with the project and had fewer results than others, as did some COs. Community-level PVE activities were noted to have challenges scaling

up after the project's engagement; Regional PVE Project pilot support in cases appears to have worked to lead to larger initiatives, in conjunction with support from the research on PVE and technical assistance from the project. The approach of the project ensured that women were considered in research and programming, and the project took a human rights-based approach. The new results framework for the project from 2019 was seen as increasing the relevance of the project.

Effectiveness

While PVE is difficult to measure, the project was seen as contributing to regional and global UNDP outcomes and having met or almost met its own output targets in its 9 outputs. Factors that impeded achievements were UNDP's leadership reform at COs 2018/2019 and the modest size of the project relative to the challenge of VE across Africa. Factors that contributed to successes were the research and analysis of the project and the effective work of the team with RSCA management, and the efforts made to work with local organizations on PVE. Partnerships were seen as effective – at the regional level, with COs and governments, and with civil society at the regional, national, and community levels. The evaluation was not able to identity and support some activities as having the greatest achievements – or the fewest achievements. Instead, interviews and documents found broad evidence for programmatic effectiveness across the 9 outputs. The results suggest the value and feasibility of a developmental approach to PVE across Africa and the merits of having UNDP implementation for donors in working with these partners and stakeholders. Alternative strategies were not identified in the evaluation team's interviews or analysis. The 2018 restructuring of the project's results frameworks left an ambitious but feasible set and structure for achievement, which has largely been achieved. The project was recognized to have been responsive to the needs of partners. Regional PVE Project staff provided links between the different levels and types of activities of the project, which nevertheless did not necessarily lead to cascading links between results (such as results at the regional level having an impact on national and community PVE results). Reaching marginalized groups at risk of VE has been a priority of the project and achieved through some interventions. Knowledge management through the project has emphasized South-South learning through the project's Community of Practice (COP). The Regional PVE Project has been as a global thought leader on PVE through its own research, particularly the Journey to Extremism (JtE) report and through its engagement with UNDP's Crisis Bureau. The project has made substantial progress in spreading the development approach to PVE in contexts where initial PVE efforts were CT-based.

Efficiency

The management structure of the project was seen as effective. The project was selected in 2020 as one of three projects for focused attention in the RBA regional programme audit, which gave the Regional PVE project high marks. Working in RBA through RSCA with UNDP CO partners, regional partners, and international CSO partners and collaborating with RBAS at the Amman Hub through the project was seen to have worked. The project manager and modest-sized project was able to collaborate with UNDP and COs, the AUC, and RECs, and CSOs - ranging from prominent international research partners to community-based CSOs through different project modalities and partnerships. Regional programming was seen as efficient and cost-effective in implementation through knowledge sharing, technical assistance, and coordination. The 2018 restructuring was seen as helping to tell the story of the project through the results framework. Delivery rate challenges arose at times from a range of CO and activity-specific reasons; COVID-19 exacerbated these challenges and made regional coordination more difficult (although the project's ability to do more remotely worked to mitigate many problems). Project staff had good relationships and practices to use to monitor CO and partner use of resources and programming for both management and reporting. The research and tools developed by the Project were seen in interviews with

UNDP, RBA, RBAS, and Project staff as key results of the project; These materials not only informed the management and implementation of the project but also the broader discussion and development of non-security PVE approaches. Partnerships with donors, regional institutions, COs, governments, and CSOs worked effectively towards project goals.

Sustainability
Resources to sustain PVE benefits and to extend or expand PVE projects at the regional, national, or community level remain limited. Interviews with RSCA and initial project managers noted that the regional PVE project itself was not meant to be sustainable; instead, the approach was for the regional PVE project to have catalytic effects. Project achievements were seen as secure as embedded in the societies and governments where the project has worked through frameworks that support sustainability. Stakeholders retained interest in PVE and ownership of activities that support the continued relevance of national PVE frameworks and action plans supported by the project, REC efforts in PVE and UNDP's regional and global PVE initiatives. The sustainability of community-based activities and stakeholders is more limited as dependent on project-based funding. Sustainability is also challenging in the project's achievements in gender equality, empowerment of women, and support for human rights.

Cross-cutting Issues
A human rights-based approach (HRBA) has been a key part of the engagement to build regional, national, and community constituencies and expertise in PVE and the developmental approach. Community-based efforts in PVE supported by the project have emphasized reaching disadvantaged, marginalized groups as groups with members at a high risk for VE recruitment. Project research identified rights violations as a key factor supporting VE recruitments, and project activities successfully identified ways to work with state and non-state actors on reducing human rights (HR) violations. The project was attentive to gender equality and the empowerment of women (GEWE) but did not make GEWE a large part of activities. Activities however responded to the specific needs of women in PVE and risks of VE. Project activities were generally seen as conflict sensitive in their design and implementation. PVE in some contexts is increasingly challenging in settings where the state is not seen as legitimate by communities or is not recognized by the international community following coups.

Conclusions and Lessons Learnt
The regional PVE project has been a highly successful pilot initiative that has built credible and productive partnerships and achieved initial outputs and outcomes. The project remains relevant to the African, sub-regional, and country context where the project has worked with UNDP COs, national governments, CSOs, and communities as well as regional and sub-regional institutions.
Key lessons include:
- Livelihoods support can provide concrete gains in addressing the root causes of VE;
- Unintended negative effects from PVE activities can be and have been avoided;
- Addressing divided communities contributes to PVE;
- Media approaches can work on PVE in areas with high illiteracy rates;
- Research supports better results and sustainability;
- Working with and through regional and sub-regional institutions is effective; and
- Working with and through RECs support sustainability.

Recommendations
UNDP should build on the successful development and implementation of the Regional PVE Project and:

- Develop a successor Regional PVE project with a context-based approach to addressing the diversity of VE in Africa;
- Follow an integrated approach that supports PVE at multiple levels;
- Continue to patiently develop constituencies for PVE, including by embedding a PVE-lens into concepts of stabilization, resilience, reintegration, and climate security;
- Continue PVE Research in partnerships with community-based actors as one of the key components of PVE programming;
- Explore ways to broaden and scale up PVE support to sub-regional civil-society, including in contexts where the state is not internationally recognized or seen as legitimate;
- Continue to build systematically on UNDP's comparative advantages through working with legitimate state institutions and governments in PVE; and
- Consider ways to build on programming in stabilization, with regional institutions, approaches to gender that consider masculinities, ways to increasingly use digital communications for PVE, incorporate behavioural insights into PVE, and to develop a comprehensive whole of society PVE approach.

In terms of operations in a successor project, UNDP should:
- Expand support for knowledge management and the Community of Practice;
- Support systematic, multi-level resource mobilization; and
- Endeavor to expand pilots and Training of Trainers (ToT).

1. INTRODUCTION: BACKGROUND AND PURPOSE OF THE EVALUATION

BACKGROUND

In 2016, the United Nations Development Programme (UNDP) Regional Bureau for Africa (RBA), in collaboration with the Regional Bureau for Arab States (RBAS) launched the six-year "Preventing and Responding to Violent Extremism in Africa: A Development Approach" project – referred to subsequently as the Regional PVE Project. UNDP developed the project as a pilot approach to learn what and how UNDP can contribute towards preventing violent extremism (PVE) in Africa using a development approach that is different from and complements counter-terrorism (CT) approaches pursued by security actors. The Regional PVE Project has been implemented through the RBA's Regional Service Centre for Africa (RSCA) in collaboration with the Regional Hub for Arab States in Amman up to the end of 2021 through working with UNDP Country Offices and other partners and stakeholders across Africa through a "whole of government" and "whole of society" approach as articulated in the Plan of Action to Prevent Violent Extremism (2016) of the United Nations Secretary General (UNSG).

UNDP sought to evaluate the project at the end of implementation to learn lessons from the design and implementation of this USD 27.9 million six-year regional initiative. The Regional PVE project previously had a mid-term assessment in 2018 and modified the Results Framework (RF) as part of learning and further developing the approaches of the wide-ranging project.

PURPOSE

The purpose of the Final Evaluation, as made clear in Terms of Reference (TOR) for the international evaluators (attached as Annex 1) was to assess the overall progress and results of the Regional PVE Project's interventions against their intended goals and objectives. The TOR specified that "the purpose of the evaluation is to assess which project components including methodologies and engagement strategies towards the country offices and other UN agencies, have been successful to the extent that they should be sustained in a longer-term development approach to PVE in Africa, and which components have not yielded intended results and should therefore be phased out or modified" (p. 2). This purpose and approach set out demanding tasks for the Evaluation Team (ET) discussed in the methodology section below.

The TOR calls for the evaluation to focus on implementation over 2018-2021, the period after the Regional PVE Project's 2018 Progress Assessment. The evaluation still covers and evaluates the entire project period (2016-2021) and the complete results framework of the Regional PVE Project. The TOR notes that "Progress in all result areas ('outputs') should be assessed, the accountability framework, as well as the quality and logic of the result framework to embody the regional, developmental approach to PVE in Africa." The evaluation thus assesses all nine outputs of the Regional PVE Project.

The TOR notes specific aspects of the Regional PVE Project and of UNDP actors involved that are to be evaluated, including:
- the collaboration between the RBA and RBAS;
- the effects of the programme on UNDP, including effects on Country Offices (COs);
- the effects on strategy and programming within the Regional Programme for Africa; and
- effects on inter-project collaboration within and beyond the Regional Programme (with a specific focus on the Regional Stabilization Facility in the Lake Chad Basin and the Inclusive Growth Team as well as the Global Rule of Law Programme).

Plus, the TOR notes that the evaluation should evaluate the effect the project has had on the global level.

The TOR also asked that the evaluation gather and analyse data to answer a long list of specific questions on the relevance, effectiveness, efficiency, and sustainability of Regional PVE Project outputs as well as questions on cross-cutting issues of human rights, gender equality, and conflict sensitivity (see Annex 1). These categories and questions were used to organize the evaluation and the draft evaluation report.

2. POLITICAL AND DEVELOPMENT CONTEXT FOR THE REGIONAL PVE PROJECT

The project, Preventing and Responding to Violent Extremism in Africa: A Development Approach, was designed to strengthen development responses to mitigate the growth of VE in Africa. The six-year regional project was developed and launched by the RBA in collaboration with the RBAS in 2016. UNDP organizes its work in Africa with a division between two regional bureaus. RBAS focused on the Arab States and thus covers some countries on the African continent: Morocco, Tunisia, Algeria, Libya, Egypt, Sudan, and Somalia. The RBA covers the rest of the continent with county offices in each country plus regional support offices, including the RSCA in Addis Abba where project implementation was based. Few UNDP projects link across the two bureaus to have a continental approach.

UNDP, in developing the regional PVE project, chose to cover countries under both bureaus because of the transnational nature of VE and evident links in VE between countries in Africa under these different bureaus. The revolution and ongoing conflict in Libya led to recruiting fighters from the Sahel region, who then used their conflict experience and arms from Libya to spread VE in Sahelian countries and beyond. Another prominent example has been the spread of Al-Shabab terrorism from Somalia to East Africa. And the expansion of Islamic State (ISIS) affiliates into sub-Saharan Africa brings another layer of relevancy for the joint RBA-RBAS project.

3. DESCRIPTION OF THE PREVENTING AND RESPONDING TO VIOLENT EXTREMISM: A DEVELOPMENT APPROACH PROJECT

The Regional PVE Project was designed to support development interventions to build resilience against violent extremism at the regional, country and community-levels. The Regional PVE Project provides an umbrella and theoretical framework for interventions at the regional level and with UNDP COs that work at national and community levels through discrete projects funded wholly or in part by the regional project. Regional PVE project staff at RSCA have in addition provided technical assistance (TA) but not funds to other UNDP COs to support the development and implementation of additional PVE initiatives.

At the regional level, the project has supported the capacity of the African Union Commission (AUC) and Regional Economic Communities (RECs), including the Intergovernmental Authority on Development (IGAD), Economic Community of West African States (ECOWAS), the Lake Chad Basin Commission (LCBC), and Southern Africa Development Commission (SADC) to prevent and respond to violent extremism. The Regional PVE Project encourages cross-border/multi-country interventions. Project management has supported mutual, peer-to-peer learning on programmatic and policy approaches to prevent violent extremism between UNDP COs and also between governments and other national stakeholders. The Regional PVE Project has also collaborated with other UN Agencies including the Office of the High Commission for Human Rights and UN Women, as well as with regional civil society organisations such as the West Africa Network for Peacebuilding (WANEP).

The Regional PVE Project has funded 12 country-level PVE-projects implemented by UNDP COs in Cameroon, Chad, Kenya, Mali, Morocco, Nigeria, Somalia, Sudan, Tanzania, Tunisia, Uganda, and West-Africa (Ghana, Togo, Benin)). Technical support has been extended to 10 other COs; thus, the project has

reached 22 UNDP COs on PVE. The design of the Regional PVE Project categorized countries and then country-level interventions based on three categories of how VE had affected these countries: 'epicentre countries'; 'spill over countries'; and 'at-risk' countries.

The Regional PVE Project has supported community-driven approaches at the country level, in some cases implemented by local CSO-partners such as Elman Centre for Peace and Human Rights, NEEM Foundation, Human Security Collective, Radio Ndarason Internationale, and other local CSOs and community-based organisations.

The Regional PVE Project is linked to UNDP's global and regional frameworks. It contributes to UNDP Regional Programme for Africa (2018-2021) Output 1: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience building; and Output 3: Regional institutions sustain peace and build resilience to crisis and shocks. The Regional PVE Project also contributes to UNDP Global Programmes and the UNDP Strategic Plan (2018-2021) as well as Sustainable Development Goal (SDG) 16.

Since the launch of the project in 2016, funding and technical assistance (TA) has been provided to support the development of PVE knowledge and experience and direct PVE-interventions in eight areas:
1. national preventing and responding to VE coordination and capacity;
2. rule of law and security (with a specific focus on addressing human rights violations as a driver of VE);
3. disengagement and reintegration;
4. socio-economic factors;
5. public awareness, dialogue, and counter-narratives;
6. community resilience;
7. gender-specific initiatives (incorporating the full complexity of female roles vis-à-vis VE-groups); and
8. Research, analysis, and knowledge products.

The project has also made key investments in research and policies development to ensure an informed approach to VE.

The total project budget (including contributions from the UK, Japan, Sweden, the Netherlands the Czech Republic, UNDP's Regional Bureaus for Africa and for Arab States, UNDP's Oslo Governance Centre, and UNDP's Global Rule of Law Programme) has been USD 27.9 million for the six-year period. Resources available thus were on average under USD 4.5 million a year, towards the nine outputs. These resources had to fund regional project staff, research, general management, networking and knowledge sharing, and discrete projects in 12 countries.

The activities have been organized towards nine outputs. These nine are:
Output 1: National PVE coordination and capacities are developed and linked to regional strategies
Output 2: Criminal justice systems, human rights organizations and communities are able to prevent and address violent extremism
Output 3: Members of extremist groups are disengaged from extremist groups and reintegrated into communities.
Output 4: At risk youths and vulnerable people in hot-spot areas benefit from livelihood initiatives.
Output 5: Violent narratives and extremist propaganda are countered.
Output 6: Religious institutions have the capacity to prevent and respond to violent extremism
Output 7: Women are empowered to play a leading role in prevention and response to violent extremism.
Output 8: Regional and national policies and programming are informed by research and analysis on violent extremism.

Output 9: Regional and sub-regional entities are coordinated and enabled to prevent and address violent extremism.

4.   EVALUATION METHODS

The evaluation reviewed documents and conducted interviews in order to focus not only on what worked well - and why these activities and techniques were effective – but also on what worked less well and why. The evaluation provides independent data from interviews as well as analyses existing data to help understand the project's design, implementation, and results. This information and analysis aim to be useful for UNDP, project partners, donors, and other stakeholders.

The Final Project Evaluation was conducted through transparent and participatory processes with UNDP and project partners, stakeholders, and beneficiaries in accordance with United Nations Evaluation Group (UNEG) Norms and Standards and the UNEG Code of Conduct for Evaluations in the UN System.

The evaluation was designed to be undertaken by an evaluation team (ET) comprised of three international evaluators working remotely through mixed methods of document review and key informant interviews to gather qualitative and quantitative data that focus on the purpose and objectives of the evaluation. Team construction proved challenging; three evaluators were not able to work on the evaluation together at the same time. The Lead Evaluator was joined by another international evaluator who participated in the design process and the drafting of the inception report but then had to withdraw due to health reasons from the evaluation after a long delay after completing three interviews and not analysing any project materials. The third evaluator joined after design for the fieldwork phase of the evaluation and focused on project activities in French-speaking countries.

The TOR enumerated 45 discrete evaluation questions under evaluation criteria of relevance, effectiveness, efficiency, and sustainability plus cross-cutting issues of human rights, gender equality, and conflict sensitivity. Many questions were complex and asked about more than one discrete thing or had one or more sub-questions. While the evaluation has collected interview data and analyse program data to address all of these questions, the large number of questions, long time period of the project, and complex nature of the regional project and its activities have meant that limited data could be gathered from any single interview. Interviews could not provide key informants the opportunity to provide information to answer every question as that would take several hours at a minimum. The evaluators instead asked some of the most relevant questions to different interviewees when time permitted based on their experience with the regional PVE project.

The Evaluation Team (ET) developed, and UNDP approved an inception report to guide the evaluation. The ET used purpose and objectives of the evaluation and objectives of the project in conjunction with the evaluation questions from the TOR to create an Evaluation Matrix that develops the methodologies for gathering objective, valid, reliable, precise, and useful data with integrity. The Evaluation Matrix was used to generate questions for document review and interviews.

Fieldwork focused on gathering data from the Regional PVE project, RSCA and RBAS Regional Hub, and UNDP COs in Africa as well as key partners, stakeholders and beneficiaries that have worked with the project in regional institutions, national partner organizations, and communities. The evaluators implemented a policy of informed consent for all interviews; informed consent was solicited and obtained from all informants prior to interviews. The evaluators made it clear that all interviews were voluntary and guaranteed that all information provided would not be linked to any specific person or organization. Only general identifying information about organizations is used in the evaluation report – and only when anonymity is assured. Interviewees were given the option to opt-out of particular questions or the whole interview if they were uncomfortable or unwilling to discuss these questions.

The evaluators have triangulated data gathered through these different methodologies and from different individuals and categories of informants to validate findings, identify best practices and to make conclusions and recommendations. The Draft Evaluation Report is a synthesis of the evaluation team's analysis of documents as well as interviews.

The evaluators reviewed the Project Document, work plans and project proposals, annual reports and reporting from COs and partners on projects funded by the Regional PVE project, research, newsletters, and other materials produced by the project. The report of the Performance Audit of the UNDP Regional Bureau for Africa was also useful in revising and finalizing the Evaluation Report.

The evaluators conducted semi-structured remote key informant interviews with staff of the Regional PVE Project, RSCA/RBAS Regional Hub, UNDP headquarters, and COs across Africa that have worked with the project. The evaluators conducted remote interviews with RECs, key implementing partners, some selected beneficiaries and stakeholders, and development partners. The evaluators used an interview protocol and semi-structured interview questions designed to gather qualitative information and conducted interviews remotely in English and French. Notes were shared between interviewers.

Interviews were used to gather qualitative information from key individuals directly relevant to the purposes of the evaluation. The evaluators followed up on structured questions from the interview guide with respondents to learn more from particularly interesting responses and to dig deeper into their experience with and perspectives on the Regional PVE Project and progress towards its outputs. The evaluators added other questions to query particular key informants to elicit additional information towards the purposes of the evaluation and specific key evaluation questions.

The ET proposed in the inception report to interview UNDP staff and stakeholders in eight countries of the 12 countries where CO projects were funded. With the limitations on evaluator participation, the ET focused more on six countries, two countries from each of the categories of 'epi-centre', 'spill-over', and 'at-risk' countries (Somalia, Cameroon, Chad, Sudan, Tanzania, and Ghana).

Country-level interviews were augmented by interviews with donors, the AU, and RECs (IGAD, ECOWAS, LCBC), as well as UNDP staff and managers in the RBA and RSCA, RBAS Amman Hub, and other UNDP staff at headquarters (including from other projects such as the Global Rule of Law project).

The evaluation design was based on the **independence** of the evaluators, a **focus** on evaluating the most important activities towards reaching Regional PVE Project outputs, **purposive sampling, triangulation,** and **comparison**. While the evaluation is **independent** of UNDP, the evaluators have collaborated with the Regional PVE Project and UNDP staff to identify the most relevant informants for interviews as well as to reach them to conduct interviews. The evaluators benefitted from introductions from project staff to key informants and in some cases the help of project staff in arranging interviews. Interviews with partners, beneficiaries, and stakeholders were conducted without the presence of Regional PVE Project or UNDP staff to ensure that they do not influence interviewees. **Focus** has ensured that the evaluation emphasises the most important activities of the Regional PVE Project and its major outputs. **Purposive sampling** was used to select individuals for interviews; selection will focus on the people who are the most well-informed about the Regional PVE Project in implementing, partner, beneficiary, and stakeholder organisations to shed the most-light on the activities and achievements of the project.

Finally, **triangulation** was used to compare different sources of data and types of data, assessing data gathered through the different methods and different types of informants Comparison will be used to consider different Regional PVE project outputs, different countries, and differences among the same sources and types of data. Triangulation adds confidence to the validity and reliability of the data, findings, conclusions, and recommendations. The evaluators triangulated data gathered across the different

methodologies employed in the evaluation and between information gathered from different interviewees and documents.

The evaluation began with an initial review of documents and the development of a draft, and the final Inception Report in October and November structured around the TOR, which was approved by UNDP before the ET began its interviews. The inception report proposed a Table of Contents to organize the Final Evaluation Report, which was used for the draft and final evaluation report. Remote interviews and document review were conducted in November and December 2021, with the analysis and drafting done in late December 2021 and January 2022, with revisions to prepare and submit a draft evaluation report for review and in mid-February 2022. The ET revised the initial draft evaluation report based on UNDP comments and briefed the Project Board on evaluation findings, conclusions, and recommendations 24 February 2022. The Final Evaluation Report addresses written and oral questions and comments on the draft from UNDP and board members.

Limitations to the methodologies, data collection plan, and analysis plan for this evaluation were identified in the inception report, which also detailed ways to manage these limitations. The limitations identified below are common in evaluations, as are the conventional measures to manage these risks to evaluation processes and the validity and reliability of data collection, analysis, and causal inferences.

- **Limited Resources and Data Collection:** The evaluators had limited time resources within which to conduct the evaluation which has constrained the distribution and number of interviews and document review. The ET has focused on key informants and documents, including the six countries, to manage this constraint.

- **Recall Bias**: Respondents may have limited memories of activities conducted at early stages of the project relative to later ones. The ET inquired about earlier activities with respondents to gather adequate information from this period and used documents towards understanding earlier work.

- **Reluctance of respondents to respond to questions:** Due to the sensitive nature of PVE, especially in contexts where it is an especially politically touchy topic, some respondents may hesitate to be fully open in discussions with the team on VE. The team reiterated that interviews were the confidential and posed difficult questions a number of different ways to ensure robust responses with interviewees and did not find this a constraint in practice.

- **Attribution**: There are likely other factors affecting the magnitude and character of any changes noted in VE or PVE which makes it hard to attribute change to the Regional PVE Project as other unobserved effects shape VE and PVE. However, it may be clear that the Regional PVE Project has contributed to change; the ET can capture this contribution.

- **Large, broad subject matter and continental coverage** makes it difficult to capture and prioritise the most important findings and conclusions. Validation and triangulation between various resources and the inception report were used to prioritise.

- **Difficulties access beneficiaries and stakeholders remotely**. Some beneficiaries have been difficult to reach through remote methods, particularly in government institutions and communities.

These limitations have been managed so that the ET has collected data through interviews and analysed interview data plus written materials to address the purposes of the evaluation.

5. KEY FINDINGS AND CONCLUSIONS

RELEVANCE

Relevance is the extent to which the project objectives and design respond to beneficiaries, regional, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances

change.[1] This general definition of relevance is applied in the evaluation based on the goals and objectives of the African Regional PVE project. Evaluation findings and conclusions are organized by the evaluation questions under this sub-heading from the TOR.

1. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the countries and region?

Africa Regional PVE Project materials and interviews with project staff, RSCA and Amman hub management, country office staff that worked with the project, other partners of the project, and donors noted that the project was initially developed in 2015 to respond to changes in VE in Africa and opportunities for PVE at that time. Interviewees and documents also noted ways the project was developed with an encompassing design with a wide range of outputs and the flexibility to respond to changing conditions. Interviewees noted that the project had responded to changes in various country and regional contexts and over the Phase II period 2018-2021 that is the focus of the evaluation. The project was developed as VE attacks reached unprecedented levels in Africa and had spread across countries and regions. Interviews with project staff and UNDP CO staff stressed the adaptability of VE movements in Africa and noted that this required UNDP programming under the project to adapt as well – which it has. CO staff interviewed emphasized how the project was designed to effectively give them space to fit their country contexts into the project, and that the project was broad and flexible enough for them to fit changes in country and sub-region VE and prospects for PVE into the project as conditions changed 2018-2021. The project continues to adapt, for example by bringing Côte d'Ivoire and Burkina Faso into sub-regional PVE discussions towards developing a broader PVE project from the current sub-regional West Africa project that links Ghana, Benin, and Togo.

Some donor interviews felt that the project could have done more to adapt to the increasing use of smart phones across many African countries and the increasing use on-line VE propaganda by VE organizations in recent years. The project did adapt and cover this topic in research and through some programming in 2021. Research, including the project's research, however, has not demonstrated that on-line recruitment has been significant in Africa to date. The project team noted that research to explore patterns of VE spill-over and radicalization in online has found weak or non-existent evidence for VE groups in Africa using online recruitment strategies to attract and enlist recruits. Rural and peripheral communities that have been the main sources of recruits for many VE groups have extremely low internet penetration rates in much of Africa, including in the countries studied in the JtE. Some COs have developed activities that engaged with youth for on-line PVE. UNDP Morocco partnered with a national CSO to train youth peer educators about countering online radicalization by providing them skills to analyse and highlight the risks associated with online radicalization.

The project's research and the project's dissemination and promotion of this research was seen by project staff and donors as having led to a "paradigm shift" in understanding VE recruitment and tipping points for individuals to join VE groups. The research was viewed as having led to interest in PVE through development approaches, been frequently referenced across the continent, and contributed to the development of activities by partners and UNDP COs that national authorities could embrace in PVE. Targeted research helped support continued comprehension of the dynamics of violent extremism in particular national and regional contexts which helped tailor appropriate responses. In Sudan for example the Partnering against violent extremism (PAVE) study on violent extremism conducted by the project brought evidence of an aggravation of previously existing drivers of VE and the emergence of new ones relevant to the implementation of project support to disengagement, rehabilitation and reintegration of

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persons exposed to radicalization and VE by designing and implementing socio- economic livelihoods and social cohesion programs.

The Africa PVE Project's relevance was also seen though its significant contributions to the global development and implementation of PVE policies, projects, and knowledge products. The work of the project bringing evidence to bear from Africa in PVE was recognized to have benefitted UNDP's global practice, other regions and regional organisations, states beyond Africa, and development partners that have supported PVE efforts in other areas of the world.

2. To what extent does the project contribute to the theory of change for the relevant regional programme outcome?

The ProDoc for the Africa Regional PVE Project explicitly connected the project to the RBA's regional mandate, as well as the RBA's regional outcomes. Few interviewees for the evaluation focused on the RBA or RBAS regional programmes as beneficiaries, partners, and CO staff from countries across Africa do not focus on the RBA or RBAS frameworks. Country office UNDP staff, partners, donors, and stakeholders did not know regional programme outcomes from RBA or RBAS or refer to them in any detail.

RBA and RBAS managers and former managers and project staff in RBA and the RBAS regional hub that do focus on the regional programmes recognized how they had designed the project to fit the theories of change used in both regional bureaus' outcome statements. The ProDoc noted that the project fit the expected RBA Programme Outcome 3: Countries & regions are able to reduce the likelihood of conflict arising from violent extremism.

3. To what extent were lessons learned from other relevant projects considered in the project's design?

The ProDoc for the project noted that UNDP developed a developmental approach to PVE based on UNDP's evolving research and engagement in PVE globally. A key insight from the developing experience with countering VE was the lessons that "the security approach alone is proving insufficient" (p. 8) for PVE. Lessons learned from global experience and the UN's experience with CT – that a CT approach was inadequate to address the challenges of VE – were brought into the project. Interviews with staff that developed the project and began implementation noted   learning from the efforts of UNDP's Bureau of Crisis Response and Recovery in 2013-14 towards developing PVE approaches. Some staff of the project worked on this initial effort. RBAS staff noted learning from global approaches as well. The ProDoc emphasized learning from UNDP's analytic work and stakeholder engagement rather than programming as PVE was a new area of programming.

Interviews with donors that were involved at the inception of the project as well as former RSCA and project staff at the time of design and approval identified ways that the design considered the lessons of other regional programming as well as what had been developed globally and regionally in what was a new and evolving field, PVE. The RSCA managers of the project at the time of development were praised for their comprehensive consultative processes and approaches that got the needed buy in from the beginning of not only UNDP management and staff but also regional institutions, CSOs, and donors.

The need for flexibility was seen by regional staff as a lesson of other projects, and integrated into the development of the regional PVE project.

4. To what extent was the Theoretical Framework for a development approach to PVE presented in the Project Document as relevant and appropriate vision on which to base the initiatives?

Interviews with RBA and RBAS, RSCA and Amman Hub managers, project staff, and country office staff and the analysis of project reporting and other materials on PVE across Africa and the globe suggest that

the theoretical framework for a development approach to PVE provided a relevant and appropriate vision for the Africa Regional PVE Project. The broad, general framework was developed and put in the ProDoc under Project Rationale under the subheading of what drives and enables violent extremism in Africa. The framework was explicitly designed to be comprehensive, recognizing that VE came from a variety of sources in ideology, institutions, and individuals – and that PVE could be conducted in each of these three areas as well as in the intersections between them.

Interviews found that having broad and wide coverage in the framework was seen as useful in enabling programming to connect in diverse areas by COs and staff interested in engaging in PVE. Most helpfully, the approach led to the comprehensive set of nine outputs in the project. The Theory of Change in the ProDoc noted eight interlinked dynamics for the project's activities- strengthened socio-economic conditions, effective rule of law and security, disengagement and reintegration strategies with a development lens, efficient leveraging of media and technology, resilient and cohesive communities and gender-specific engagements that take into account the differential impacts of violent extremism on men and women, boys and girls plus coordinated policy, research and advocacy and finally the regional approach.

The ProDoc, through the framework, endorsed approaches to work on one or more of the 9 outputs and set of activities in communities, countries, sub-regions, or in research. Country office UNDP staff appreciated the comprehensive theoretical framework with provided them opportunities to connect the work they and partners identified as most relevant in their country context to the regional programme for funding. TA, networking, and funding then went towards partners and projects in these 9 outputs.

5. What has been the (difference between) relevance of interventions on all three levels (regional, country, community-level) in a context of violent extremism? Have they adequately addressed the most pressing and contextualized challenges regarding violent extremism?

The Africa Regional PVE project has worked from the regional level and with regional partners, with UNDP country offices and national partners at the country level, and at the community level within countries through UNDP offices in countries and with local-level partners.

There is no consensus in the literature on PVE, project's written materials or in interviews with RBA and RBAS managers, program staff and former staff, regional partners, UNDP country office staff, national partners, donors, CSOs and local partners on whether if one of the three levels (regional, country, or community) presented the most pressing challenges in VE. Instead, general research – including research from the project (particularly the well-regarded JtE report) identified some patterns and trends from its data. The consensus in the literature, the conclusions of project's research, as well as the comments of interviewees emphasized the importance of placing VE within the context at each level, doing this specific analysis, and then deciding on approaches and activities in PVE. Localized specific analysis was seen as needed on each level and to understand links between levels in VE. No clear results emerged from the ET's analysis of project materials on the most pressing challenges in PVE. Instead, project materials (as well as the broader literature) identified specific challenges that promoted VE and opportunities for PVE at the regional and sub-regional levels, in work with national counterparts through partnerships with UNDP and other actors, and ways the project support could be managed by country offices and their partners to reach at risk communities and groups of people (such as youth) based on each specific context. The research done and project implementation experience of the African PVE regional project has also emphasized the complexity and variation in VE in different contexts based on local grievances, which differ significantly across regions, countries, and communities.

Interviewees emphasized that the Africa Regional PVE project had not applied a general lens to PVE across disparate contexts but had instead emphasized specific research and participatory techniques for the development of activities at each level relevant to the particular contexts prevailing in regions/sub-regions, countries, and districts/communities within them. CO staff described how they had worked with Regional

PVE project staff, others in their CO, and their partners and stakeholders in particular countries to develop their national level and community level activities that fit their contexts. These projects fit under the 9 outputs of the Regional PVE project due to the broad design that was seen as a virtue precisely because it enabled a wide range of activities under it discussed above in the first question under relevance.

"Adequately addressed" could be assessed in different ways. The regional project and its initiatives with a modest budget cannot reasonably be expected to address all of the VE challenges or opportunities across the continent. But the project through its broad framework and targeting approach in three different types of countries in terms of VE could be said to pilot approaches in these areas adequately because so many different initiatives were tried with lots of variation in country/sub-regional context, partners, beneficiaries, and approaches.

6. How should the quality and relevance of the Project's (primary) research be assessed?

Interviews for the evaluation found universal praise for the quality and relevance for the research on PVE done by the project. Project reporting also noted ways that research products had been in demand, recognized as high-quality and useful, and been used by the RBA and RBAS, UNDP Country Offices, partners, and stakeholders – as well as at headquarters by UNDP. Interviewees emphasized that internal recognition with UNDP of quality and external recognition by partners and stakeholders was evidence of the quality and relevance of primary research. Use of the research was also seen as validating the quality and relevance of the research. Quality can thus be assessed through the perceptions of users; the research was seen as high quality by UNDP headquarters staff, project staff, RBAS/RBA staff, and CO staff across Africa as well as by partners, stakeholders, and donors interviewed.

The regional way of conducting research was seen as an important way to manage country sensitivities about conducting research on VE within many countries. Regional data and trends were used by the project staff, UNDP country offices, and partners to articulate needs and opportunities for a development approach to PVE in countries that were hesitant to consider or admit that they faced risks of VE at the country level based on "internal" factors. This regional method however left some of the regional research data underutilized because the project did not break down, publicize, or share widely country-specific data on VE from regional research and projects (such data on Nigeria alone from the JtE, which was used in consort with data from Somalia and other countries).

UNDP staff that led key research noted that the utility of this research and the high quality of research products such as the JtE report were not only useful for programming and advocacy in PVE but also encouraged other UNDP projects and staff to increase attention to high-quality analytics and data in other areas. UNDP headquarters staff recognized and used JtE findings, including for key meetings and policy papers such as the UNDP Oslo Governance Centre Second Global Meeting on Preventing Violent Extremism, 'Oslo II.'

Targeted research that facilitates a better comprehension of the dynamics of VE in national and sub-regional contexts were seen as useful in tailoring project and other PVE responses. The Sudan PAVE study shaped the design and implementation of PVE socio- economic livelihoods and social cohesion programs. In Mali, the comprehensive mapping of mechanisms for conflict prevention and conflict resolution informed how UNDP can reinforce its programmatic efforts on PVE and related areas of peacebuilding and social cohesion while enhancing broader coordination and connecting PVE interventions in a more targeted and strategic manner. Mali evidence and inclusion in the forthcoming JtE volume 2 is expected to further serve to inform the forthcoming review process of the Mali PVE strategy, which will provide the basis for the next national strategy and action plan on PVE (2021-2024).

The project also supported the development of M&E tools as part of regional and CO projects' effort to improve the measurement of outcomes and impacts in PVE interventions. The project in 2018 supported the development through International Alert of "Improving impact of PVE Programme: A toolkit for design,

monitoring and evaluation." Support afterwards has extended and expanded these efforts in M&E for PVE. Initiatives in 2020 and 2021 included support for adapting and translating the "Design, Monitoring and Evaluation for Preventing Violent Extremism (PVE)" for Tunisian civil society partners and training on its use and work on PVE M&E in Morocco. Collaboration with International Alert led to the publication of two Briefing Papers in 2020: Monitoring National Action Plans on Preventing Violent Extremism" and "Measuring Protective Factors Against Violent Extremism". And the regional project collaborated with the AU and Africa Centre for the Study and Research on Terrorism (ACSRT/CAERT) to develop a practitioner's Toolkit on Early Warning/Early Response and PVE which also engaged ECOWAS, IGAD, and the West African Network of Peacebuilders (WANEP).

7. Which country-level PVE project was the most qualitative and relevant and why? Which factors contributed to quality and relevance, and what was the role of the Regional PVE Project herein?

The analysis of program data found strong justification for the relevance for the different PVE projects in all 12 countries where PVE-specific projects were supported by the regional project. Interviews focused further on relevance in the seven countries reached for additional evaluation attention (Somalia, Mali, Cameroon, Chad, Sudan, Tanzania, and Ghana). Programming was seen as relevant by regional project and CO staff and donors in several different ways based on the regional, country, and local contexts in which it was developed and implemented. This meant that projects were assessed as relevant based on different criteria. For example, in countries where national authorities and much of civil society had little sense that VE was a concern, project support was seen as highly relevant when it successfully raised the understanding of the relevance of PVE (such as in Togo and Benin). Projects were seen as relevant when they were able to successfully work with at risk youth at the community level as in Tanzania. Relevance was also seen in working with national PVE plans and stakeholders to make these plans better adapted to VE challenges and opportunities at the country level rather than generic (in Somalia for example).

The question conflates questions of effectiveness (quality) with relevance. The Effectiveness questions on the PVE Regional Project are assessed in the subsequent section under this heading.

RECs and other regional institutions had varied understanding on the challenges and opportunities for PVE and the extent that they have engaged on PVE. IGAD had substantial interest in, engagement with, and recognition of the VE challenges in the subregion. IGAD was thus interested and engaged with the regional PVE project. IGAD responded with institutional development of its own, establishing the Centre of Excellence in Preventing and Countering Violent Extremism (ICEPCVE) which contributed to further work in PVE, including with the project. SADC now noted that their interest in PVE was rising over 2020 and 2021 with the Cabo Delgado issues in Mozambique providing abundant evidence that VE had regional and continental dimensions relevant to Southern Africa. SADC with the support of the Regional PVE project has thus initiated a pilot there, in partnership with the Africa Centre for Study and Research on Terrorism (ACSRT), that adopts the recommendations outlined in the regional PVE project-supported Early Warning/Early Response and PVE Toolkit developed in 2021.

8. Which factors contributed to limited quality and relevance of country-level and regional-level interventions?

Regional level work was seen as highly relevant, leading to the first REC strategy on PVE at IGAD. IGAD with regional PVE project support was also effective at continuing PVE work through further research (Impact of COVID-19 on Violent Extremism in the IGAD Region) and support for programming development (by the development of community-level guidance through the Toolkit on EWER and PVE). Other RECS however such as ECOWAS were less quick to partner with the project and had less engagement with the Regional PVE project as PVE seemed to be less immediately relevant to them in their view at the time.

Relevance was noted in project materials and in interviews as sometimes limited by the sensitivities around PVE in some countries, the size and scale of project interventions which were resource constrained, and the difficulties some regional, national, and community partners had in implementing and extending PVE projects. The UN reform initiatives that led to a change in UNDP leadership in all of the countries in 2018/2019 challenged country-leadership of initiatives in PVE in many cases and made it more challenging for staff based in the RSCA to engage with CO leaders in the period of transition and with new leaders at COs.

Some interviewees identified community-based activities as less relevant, based on the limited scale and reach of the CO activities funded by the Regional PVE Project relative to the magnitude of the issues in communities relevant to VE. One CO staff interviewed noted that the project was "a drop in the bucket" as community-based activities in the country reached few people, although huge numbers of people across the country were actually vulnerable.

Challenges to effectiveness will be discussed further below under the effectiveness heading.

9. **How has the Regional PVE Project operationalized its principled 'whole-of-government' and 'whole-of-society approach' to PVE, and how relevant have project interventions been to address human rights violations conducive to violent extremism and the complexity of female roles vis-à-vis VE-groups?**

The broad, encompassing nature of the Regional PVE Project was seen as a key to its relevance. The project was relevant as it operationalized its principled 'whole-of-government' and 'whole-of-society approach' to PVE in the conceptual framework and theory of change presented in the ProDoc. The Regional PVE project then acted on this framework/ToC through support to CO and national efforts plus work to network CO efforts. These efforts worked with national authorities on having whole of government strategies in NAPs as well as to reach CSOs and networks, plus community leaders and religious authorities towards a whole-of-society approach.

Project engagement to address human rights violations conducive to violent extremism and the complexity of female roles vis-à-vis VE-groups is addressed in the cross-cutting sections below.

10. **To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?**

Gender equality and the empowerment of women (GEWE) was seen as relevant to the project – and as goals that the project contributed to. The project contributed to GEWE through an approach that ensured that women were considered as part of research, in the development of PVE policies and strategies, and in work at the community level. Despite the difficult socio-cultural context for engaging women in many countries in Africa, the PVE program has taken gender issues into account by initiating activities for the benefit of women and young people, by encouraging women and young people to participate in activities, by giving high priority to women and young people for support. The regional PVE project supported CO and other partner efforts to adapt interventions to fit the gender context in different countries. For example, the Kenya CO identified, and seized opportunities engaged with female religious leaders and teachers as peace agents in their PVE interventions

The human rights-based approach was also seen as relevant to the project. A human rights-based approach (HRBA) was integrated into how the project worked on PVE and what the project did. Specific activities funded by the Regional PVE project focused on HR. This included funding the Nigeria CO's project that developed a PVE Sensitive Human Rights Training Manual in partnership with the National Human Rights Commission.

Gender and HRBA are discussed further below in the cross-cutting section.

11. To what extent is UNDP's PVE engagement in Africa a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?

As VE became more apparent as a challenge for more African countries and a threat to development within them (and across the continent), VE became more relevant to UNDP as well. The initial CT approach of the UN was increasingly seen as insufficient, and countries as well found that CT approaches within their borders was not addressing VE root causes and underlying issues. Ignoring VE by countries that hoped to simply pretend that VE was not an issue for them was also increasingly seen as unrealistic and ineffective. UNDP, at the HQ level as well as RBA/RBAS, was strategic in engaging at the UN level as the UNSG opened up opportunities to develop approaches to CVE/PVE that went beyond CT. UNDP took advantage of this opportunity to start developing PVE as a practice area related to other areas (governance, conflict management, poverty alleviation, and addressing marginalization) where UNDP already had recognized expertise and a substantial body of analytic and programmatic work.

RBA and RBAS, in developing the regional PVE project, sought to take advantage of UNDP's comparative advantages within the UN system and in their relationships with countries across the African continent. The PVE project also strategically used the opportunity to engage with and incorporate into PVE the AU and RECs. This was seen as a way to reinforce and network countries, as well as increase non-UN ownership and sustainability. The effort to develop PVE engagement in Africa is thus seen as strategic; interviewees and the ET's analysis also identify PVE engagement by UNDP as taking advantage of the roles of UNDP in particular development contexts within the UN, regionally, and within countries and UNDP's comparative advantages of working in all 54 countries in a range of programmatic areas highly relevant to PVE. UNDP thus had the operational infrastructure for regional programming and links/engagement with regional, national, and community partners and stakeholders needed to operate in this sensitive practice area.

Interviewees with some regional institutions recognized UNDP's comparative advantages in working on governance issues as well as with governments, including on PVE specifically as well as more generally to help governments recognize and address some of the governance deficits and ways communities and individuals have lost faith in government or been treated unjustly. Staff noted that the Regional PVE Project, through the whole-of-government approach, elevated the discussion around root causes and structural drivers to VE to governmental levels with African partners. This contributed to shifts in thinking in governments to see VE and factors that push people to VE or pull them towards extremist movements with a development lens – not only with a counter-insurgency one.

12. Are there other approaches which stakeholders recommend/identify as more effective on the regional-level, country-level, or community-level? In which of the domains has UNDP had the most added value?

Stakeholders interviewed did not recommend, provide evidence for, or identify other approaches where and/or an alternative, more effective strategy for PVE on the regional-level, country-level, or community-level than the approaches taken by the regional PVE project. The project has a wide-ranging set of approaches in its 9 objectives, which meant to interviewees that the project had pursued most of the approaches that exist in developmental programming on PVE.

UNDP's contributions to whole-of-government strategy development, as an area that UNDP engages with governments on in other areas of development planning, was seen as one of the areas where UNDP had the most added value. This value was seen in PVE in particular compared to UNODC, which has a narrower counter-terrorism approach and comparative advantage.

Several interviews with project staff, donors, and regional institutions felt that UNDP as had the most added value through the project by working regionally or sub-regionally with CSO coalitions. This value was

recognized within the context of the space that the project had helped to open up through work with sub-regional intergovernmental organizations like the LCBC. Neither these interviewees nor written materials provided strong evidence that the PVE results from work at this level to date had greater PVE effects or sustainability. But this was seen however as having more added value as absent UNDP, the coalitions and sub-regional activities were seen as unlikely to have come about at all.

13. Was the Project's Result Framework and complementary Regional Result Monitoring Matrix and sub-outcomes adequate to capture the activity results, quality, and impact of the project interventions?

UNDP noted the challenges of developing a comprehensive way to understand the plans of the project, activities under implementation, and the outputs, outcomes, and impact of the project across the continent (and more than one UNDP Bureau). Project and regional managers as well as donors were able to speak to the RF for the project, CO staff and partners. The project restructured the RF after the conclusions of an assessment of the project done by an independent consultant after the first phase of implementation 2016-2017. Country level UNDP interviewees discussed the output and outcome indicators and how their project monitoring and reporting captured results, quality, and impact at this level.

The regional project then selected and aggregated the main points of reporting from CO-level projects. Regional project reporting does not capture work done through other funding at the AU or RECs in as much detail. It is also difficult to know how much regional organizations follow up on and expand on pilot efforts supported by the regional PVE project.

The project team introduced in 2019 a new bi-annual reporting template based on this revised RF, which project and CO staff found easier to use and report on. Regional staff noted that it helped streamline and aggregate reporting for them. Donors did not highlight that they were critical of regional PVE project reporting. Donor interviewees appreciated the work of the project to revise and report on the post-2018 results framework for the project.

EFFECTIVENESS

Effectiveness is the extent to which the project achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Evaluation findings and conclusions are organized by evaluation questions under this sub-heading.

PVE was recognized by some donor and CO interviewees as having "existential" questions about effectiveness based on the difficulties of measuring what does not happen as a result of project activities or that project activities contributes to. Regional PVE project staff noted that there has been substantial discussion in the conflict prevention field. The project has put a lot of work into articulating how to measure prevention; and then subsequently the efforts in PVE.

1. To what extent did the project contribute to the regional programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?

The project contributed to the RBA programme outcomes and outputs significantly through Output 1: African Union and RECs deliver on their mandate, especially through cross-cutting issues related to resilience building and Output 3: Regional institutions sustain peace and build resilience to crisis and shocks. RSCA managers interviewed appreciated the contributions of the regional project to the RSCA's outputs and outcomes.

The Regional Programme contributes towards the SDGs through SDG 16, "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" and the UNDP Strategic Plan (SP) 2014-2017 through Outcome 5, "Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters" through Output 5.5, "Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions and Output 5.6, "Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes. The regional project also contributes to Outcome 3, "Countries have strengthened institutions to progressively deliver universal access to basic services" through Output 3.5, "Communities empowered, and security sector institutions enabled for increased citizen safety and reduced levels of armed violence." The regional PVE project also contributed towards SP 2018-2021 outcome 3: Building resilience to shocks and crisis and Africa regional plan (RP) 2018-2021 outcome 1: AU and RECs deliver on their mandate and outcome 3: Regional institutions sustain peace and build resilience to crises and shocks.

The Regional PVE project was recognized as contributing to national development priorities in interviews with RBA/RBAS staff, project staff, and CO staff through support for country, sub-regional, and regional initiatives that supported national policy framework development and implementation in PVE and awareness and action against VE, which was recognized as a risk to national development. The development approach to PVE was also valued, as contributing to broader development as well as PVE (for example through youth development and training).

2. To what extent were the project outputs achieved?

The Project team restructured to use a more RBM-based RF for Phase II in 2018. The 2020 Annual Report noted cumulative output indicator results by output as of 2020 (including from 2019). All output indicators were met or were close to being met at that point. This level of achievement suggested it was likely that 2021 progress would reach and exceed the targets for cumulative progress under these indicators. Table 1 below reviews the output and activity indicators from the revised RF using the 2020 data on cumulative achievements from the 2020 AR and information obtained in the evaluation on additional achievements in 2021.

Output and Indicator	Target	Overall results through 2020	Evaluation assessment (including 2021)
Output 1: National PVE strategies and capacities are developed and linked to regional strategies			
Number of countries with preventing and responding to violent extremism incorporated into national strategies	18	12	Almost met; COVID-19 challenges distract governments; precise systematic data to be in 2021 Annual Report (AR)
Number of countries with preventing and responding to violent extremism action plans available and budgeted	18	9	Almost met; precise systematic data to be in 2021 AR
1.1 Proportion of national and sub-national governmental personnel participating in UNDP PVE capacity development programming who	75%	76.7%	Met or exceeded

demonstrate improved understanding of the VE context and dynamics and PVE approaches			
1.2 Number of countries in which government entities (i.e., CT Commissions or PVE units) are leading consultative processes to develop PVE strategies and National Action Plans	8	21	Exceeded as measuring processes towards output indicators above
1.3 Percentage of civil society, religious, and community leaders reporting satisfaction with their level of participation in the development of national and sub-national PVE strategies and plans	75%	66%	Likely met; difficult constituencies to satisfy
Output 2: Criminal justice systems, human rights organizations and communities are able to prevent and address violent extremism			
Percentage of target communities in which community leaders report increased trust and confidence in law enforcement, disaggregated by country	60%	48%	Close to met
Number of recommendations from national human rights organizations acted upon by the government [disaggregated by country]	15	22	Exceeded
2.1 Number of countries in which national and subnational security and justice institutions are supported by the project to take measures to prevent and address violent extremism (including community policing, protection measures in prisons, etc.)	7	6	Likely Met through 2021 Q4 support
2.2 Percentage of trainees in the criminal justice system with a score of at least 75% in post training assessment provided by project [disaggregated by gender and location]	80%	75%	Close to met
2.3 Number of monitoring reports related to preventing violent extremism produced by national human rights organizations [disaggregated by country]	30	Not measured	Not measured
Output 3: Members of extremist groups are disengaged from extremist groups and reintegrated into communities.			
Percentage of reintegrated extremists who report increased levels of [trust/ tolerance/respect] from host community members disaggregated by gender and location	Not set	Not measured	Unknown

Percentage of disengaged extremist members supported by the project who have not re-joined violent extremist group 6 months after leaving a rehabilitation centre [disaggregated by gender and location	60%	Not measured	Unknown
3.1 Percentage of trained mentors demonstrating acquisition of adequate knowledge and skills required to support disengaged members, disaggregated by location	35%	31.25 (2020 not measured)	Likely met
3.2 Number of disengaged extremist members provided with adequate psycho-social support to prevent them from being radicalized and/or facilitate their reintegration; as defined by project subject matter experts, disaggregated by gender and location	100	37	Likely met with 2021 achievements
3.3 Number of target host communities in which community members are actively participating in dialogues to ease tension and promote resolution	49	17	Not met (but definition of community flexible; importance is extent of reach rather than # of communities)
Output 4: At risk' youth and vulnerable people in hotspot areas benefit from livelihood initiatives			
Number of at-risk youths benefiting from livelihood initiatives supported by the project, [disaggregated by gender and location	520	2250	Exceeded
Percentage of beneficiaries who demonstrate a positive change in their perception of economic opportunities in their community, disaggregated by gender and location	75%	70%	Close to met; COVID-19 effects likely worsen
4.1 Number of existing livelihoods programmes that have been tailored to benefit VE 'hot-spot' areas	10	6	Likely close to met
4.2 Number of community-based and civil society organizations with improved capacity to engage at-risk populations in livelihoods programming, disaggregated by country	15	15	Likely exceeded
Output 5: Members of extremist groups are disengaged from extremist groups and reintegrated into communities			
Percentage of community members exposed to public awareness programmes who perceive violent as an illegitimate means for social change, disaggregated by gender and location as feasible gender and location	50%	54.75% Mali	Likely met

5.1 Number of people reached through public awareness programs including debates and survivor stories supported/created by this project	65,000	60,939	Likely exceeded
Output 6: At risk' youth and vulnerable people in hotspot areas benefit from livelihood initiatives			
Percentage of target communities in which members report that religious institutions serve as a bulwark against VE	52%	Not measured	Unknown
6.1 Number of religious institutions/members mobilized for prevention of violent extremism (through signing the PVE Religious Charter)	255	1,074	Exceeded
Output 7: Women are empowered to play a leading role in prevention and response to violent extremism			
Number of women/youth supported by the project to engage as peace ambassadors at regional and national levels	50	720	Exceeded
Percentage of leaders of women's organizations and individual female leaders demonstrating that they are actively engaged in responding to VE through contributing to national strategies and local initiatives, disaggregated by country	60%	50.46%	Met or close to met
7.1 Proportion of project beneficiaries that are female	45%	35.17%	Close to met
Output 8: Regional and national policies and programming are informed by research and analysis			
Proportion of regional and national level policies developed that are informed by research supported by the project	8 out of 25	7 out of 25	Met or close to met
8.1 Number of quality research products supported by the project and/or through partnerships with global research, policy, and advocacy entities on violent extremism	20	25	Exceeded
8.2 Number of people accessing the database on research on preventing and responding to violent extremism	4,000,000	4,000,000	Exceeded (although 2021 figure not known to ET)
Output 9: Regional and sub-regional entities are coordinated and enabled to prevent and address violent extremism			
Number of regional coordination frameworks established and functioning	50	3	Not met (not a realistic target)
Number of national strategies that are informed by and aligned to regional strategies	5	8	Exceeded

9.1 Proportion of regional strategies that have been developed through consultative processes that included a diverse range of civil society, community, religious and other stakeholders	3 out of 3	3 out of 3	Exceeded (with expansive notion of "strategy")

While the revised RF was useful in measuring and understanding progress in output achievements, the RF developed in an RBM way cannot capture the pilot approach of the original ProDoc or the broader influence of the Regional PVE Project towards framing PVE as a development challenge and opportunity across Africa with and through UNDP and key government, regional and civil society partners. This general achievement in constituency building and consciousness raising was seen as the main achievement of the project by RSCA managers, project staff, and donors.

3. What factors have contributed to achieving or not achieving intended programme outputs and outcomes?

Interviews with UNDP noted factors that impeded successes as the leadership reform in UNDP COs 2018/2019 and the limited size of the project team relative to the breadth of the countries and issues the project supported across Africa. The leadership changes for a period made it difficult to keep or build momentum across COs on regional programming, including in PVE. The limited resources relative to the continental challenges and project made it difficult for the project to support UNDP staff capacity building in PVE in countries across all of Africa and their work with national and local partners in different countries, regions, and local communities in PVE).

The regional PVE project and CO projects that worked with it were seen to have been impeded by the COVID-19 pandemic, but the project and COs adjusted to manage and work more remotely and through technology for networking, communication, dialogue, and management. This adaptation was seen as necessary, and not overly detrimental to project achievements.

Factors noted as contributing to successes were the research and analysis, which provided entry points even where PVE was more sensitive or not yet seen as salient within countries that had not had clear manifestations of VE within their borders. The JtE report was seen as really boosting demand for and interest in working more on PVE with the project by COs and other partners. UNDP having the capacity to scale up and build additional relevant efforts such as the stabilization programming was also seen as contributing to successes. Moving from research and interest in PVE in the Lake Chad Basin (LCB) was seen as having led to substantial successes in working with the LCBC on PVE. The communications products produced by the project, including those around the research, were also seen by project staff, donors and CO staff as having contributed to spreading awareness of not only the project but also the development approach to PVE across Africa. The roster developed at the start of the project was seen as strongly contributing as it identified PVE capacity that could be used to respond with and meet demands for PVE expertise with the support of the project. The responsiveness of the project overall was seen as contributing to its successes, in that the project was able to provide flexible funding, TA, and leverage the experience from one country/sub-region to another.

Managers at the RBA and RSCA level were also seen as effective in working to develop the constituency in UNDP for PVE work and collaborating with the Regional PVE Project. RBA and RSCA management and the RBAS Amman Hub team have the mandates and relationships to be able to and convene UNDP Resident Representatives (RRs) towards building joint work. This was seen as effective in supporting the project's work with COs. RBA managers were also seen as effective promoters of the project through bilateral engagements with RRs. RBA managers noted that the development approach was also palatable to UNDP partners in these countries that would often not be willing to engage on CT.

Interviews with CSO leaders/partners noted ways that the regional project or its national CO supported activities had made great efforts to work with local organizations and supported local ownership, including by empowering local organizations, and sharing best practices among them. CO staff, partners and stakeholders noted that the involvement of local authorities in the design and initial phase of national and community projects was a key factor in achieving project objectives. Their support was needed to promote ownership and capacitate stakeholders at community level, a key to successful outputs and outcomes. In Mali for example the recruitment of local facilitators based in each of the target municipalities by the PVE project mobilized local actors and was key to reduce key security risks for staff. Community-based local facilitators with understanding of the context, actors, local cultures, and local issues were seen as critical to working safely, effectively, and successfully in PVE in Mali.

For other examples, CSOs praised the ways the project had developed and supported the Kigali reintegration symposium that brought together 60 different CSOs and provided them the space to develop and drive their own agendas based on their own knowledge and experience at the symposium and afterwards. This led to establishing sub-regional networks as the level where CSOs could work together on PVE challenges and opportunities as the LCB CSO network in Inclusive Reintegration has demonstrated. Insider mediation and DDR in the Great Lakes region supported by the regional PVE project was noted as having these same factors that contributed to successes by CSO interviewees. Support from the project for digital connectivity and networking platforms was also seen as important to contributing to successes in both endeavours.

Inter-community dialogues initiated by many COs for PVE were seen as highlighting the need to have a regular framework for exchange and multi-stakeholder sharing, as seen in SOFARA (in Mali) where the dialogues brought the IDPs closer to the local population, who initially was very wary of them. Interviewees asserted that the community dialogues were successful in gathering people from different communities contributed the peace building efforts, social cohesion between communities as well as the restoration of confidence between the defence and security forces and these communities leading to the return of displaced people.

Mobilization around cultural values was seen as an effective way to mobilise community members from different ethnic and religious groups. In Mali for example the project mobilized the communities around specific socio-cultural activities, such as the annual plastering of the Mosque of Djenné, the "cousin joking" system, etc. The mobilization of communities around these events have been key factors for stimulating trust, reinforcing cultural identity and connectedness. The revitalization of traditional spaces for dialogue which has especially encouraged discussions under the 'palava tree' on issues of conflict management and prevention, the reduction of community violence, local development and also the sustainable and concerted management of natural resources.

4. To what extent has the UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?

UNDP staff of the project noted successful partnerships with donors, the AUC and RECs, COs, and their other donors for national PVE projects, CSOs, and national and international research partners. The project's engagement with COs and donors was seen as the reason for the development and funding of large UNDP stabilization projects in the LCB countries, with important effects combatting Boko Haram and ISWAP in Nigeria, Chad, Niger, and Cameroon.

CO staff and PVE project staff credited the project with kickstarting UNDP project engagement in PVE across Africa. This was seen by CO staff interviewed as "superbly helpful", vital, critical, and essential to quote some interviewees. One noted that the CO "could not have done programming in PVE with inflexible bilateral funds at that stage in the beginning" of the development of PVE programming in the country. Regional seed funds were seen as key to the effectiveness of the project and its growing engagement with donors and partners.

UNDP's partnerships with governments across Africa were seen in interviews as important institutional benefits to use and deploy for successful PVE efforts. UNDP already works with all of the governments of the continent; the Regional PVE project and CO staff were able to use this established set of relationships that made UNDP a trusted partner, including for ministries, agencies, and offices that manage security in countries across Africa, to help move the PVE agenda from CT-only approaches to development as well. UNDP partnerships with CS were also seen as critical, as PVE is too important and broad-based to be left to the government alone. UNDP COs with Regional PVE Project support were seen as having advantages in bringing together CS and the government and broadening the dialogue between them. This was seen as especially important for marginalized communities and groups (for example in Somalia, where clans may exclude other clans and sub-clans from governance who then turn to violence and potentially extremism; a CS approach can bring these otherwise excluded groups into dialogue with government to benefit PVE).

Work with religious leaders was seen as a productive way to bridge between government and communities as well as to reach marginalized communities in some contexts (like Somalia). Religious leaders have the potential to be "above" politics or not involved – as well as the potential to be outside of clan and ethnic politics and division. Religious leaders also have the moral authority, respect and trust and can be a way for communities to engage with governments on issues of inclusivity and corruption by serving as one way to push accountability concerns.

The project was also seen as important in building ties and integration between UNDP regional bureaus. The collaboration between RSCA and the RBAS Regional Hub was seen by bureau managers in both bureaus and by project staff as a very good example of how UNDP could work across bureaus and regions. This was seen as an example that could contribute to cross-bureau work in other relevant key areas like refugees, migration, and climate change. RBA learning and the development of the borderlands centre were seen by RBAS as areas that the project had contributed to that they sought to learn more from going forward.

Partnerships with research organizations, either through the RBA/RBAS or through CO support to national research organizations, were seen as valuable, appropriate, and effective in producing the high-quality VE research.

Partnerships with national CT institutions, both through the RBA and RBAS as well as UNDP COs, were also seen as largely effective. On positive note was how the partnership between all levels led to the first empirical, evidence-based study into the sensitive subject of violent extremism in Sudan by the Sudan National Commission for Counter Terrorism (SNCCT) through interviews with prisoners, their families, and acquaintances.

5. In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?

The project itself identified that in the PVE field, "there remains a lack of empirical evidence about what works and what does not" in its 2017-2018 Annual Report (p. 69). Efforts of the project to learn identified numerous activities that worked. Some donors however were not satisfied with these learning efforts; the Netherlands Ministry of Foreign Affairs commissioned separate products outside of the regional PVE project in 2020 in an effort to identify what works best in two PVE sub-areas – youth engagement and disengagement/reintegration. This work too demonstrated the fundamental learning challenges that remain in PVE: Royal United Services Institute researchers concluded that based on the evidence available, it is

not clear what interventions work best in these areas.[2] The evaluation's interview questions asking for comparative analysis of the results obtained based on different project approaches and which types of approaches worked best elicited few answers and little evidence. The ET was not able to analyse project data to provide clear answers to this difficult question either.

Interviews for the evaluation identified particular successes, but few interviewees chose to identify some areas as the greatest achievements. Project staff and regional managers saw the research as having been highly successful. The research facilitated the comprehension of the dynamic of the violent extremism. The findings fed the project initiatives. The research component of the project was well received by both Government counterparts, civil society partners (in many cases parties to it), and by international audience. The research findings have been useful for overall advocacy and the tailoring of responses adapted to the national context of each country.

Regional PVE project staff were repeatedly commended by donors, RBA/RBAS managers, and CO staff for the ways that they managed the extensive set of contacts and country/regional activities of the project.

Particular interventions noted in interviews as great achievements included:
- Programming with religious leaders in Nigeria and Somalia
- The Southern Libya borderlands assessment
- Breaking barriers to discussion of PVE and creating a language around tolerance and dialogue that Somalis were willing and able to use to contextualize PVE in their environment

COs had or developed their own ways of organizing work in PVE, some with a dedicated PVE team or person, and some with part-time responsibilities for a staff person in this area. Which office or team to place PVE in also varied across COs, with some having the PVE team as part of the peacebuilding portfolio while others put PVE activities supported by the project within rule of law or livelihoods. No systematic evidence emerged that these organisational forms made systematic differences in terms of impact on PVE.

Interviews with UNDP managers, project staff, and CO staff noted the utility of the COP and workshops for building understanding of PVE and sharing lessons/experience across UNDP as key ways that achievements were and could be built on through knowledge sharing, training, and potential replication/further development. Cross-border activities had some of these same possibilities for building on and expanding on the initial research and interventions supported by the regional project.

Other great achievements of the project were in community awareness and work with HR. Interviewees praised the work to build confidence between the communities and Security and Defence Forces as well as capacity building for these forces in Mali, Chad, Cameroon, and Sudan. In Cameroon, the project advocated to add balance through additional attention to human rights in the counterterrorism initiative implemented by the government. The project then reinforced the capacity of both community members and Security and Defence Forces. These initiatives helped people to know their rights and made the SDF more sensitive human rights – plus set up dialogue between them.

> *Before the project's intervention, I thought that military behaviour such as racketeering, torture and other gender-based violence was normal. Today, I know that these behaviours are not acceptable. I am committed to not only mobilising members of my community to support the SDF in their efforts to fight terrorism, but also to showing each other where the line is drawn. I am happy to notice that thanks to the interventions of*

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[2] See publications on https://english.iob-evaluatie.nl/publications/sub-studies/2021/02/01/literature-studies-%E2%80%93-counterterrorism-and-preventing-and-countering-violent extremism?utm_source=Terrorism+%26+Conflict&utm_campaign=4230dd90de-EMAIL_CAMPAIGN_2018_10_08_03_44_COPY_01&utm_medium=email&utm_term=0_ce18fba55a-4230dd90de- (accessed 15 December 2021).

the ''Observatoire de l'extrémisme violent et des droits de l'Homme'' project, the trust between the SDF and the population has improved significantly.
Interview with beneficiary in Cameroon.

6. In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

UNDP regional staff noted in some interviews that an earlier approach within the project from 2019/2020 that worked on the rehabilitation of violent extremists in custody in Morocco through partnership with the prisons had been less successful – and that a shift to broaden the project's approach to work also on reintegration into society with additional partners had been an important step in overcoming some limitations in the project (with the work in Morocco in particular on the ulema on disengagement noted as an achievement). This also was seen as a successful change to overcome a limitation in the project.

Some countries in the region were still hesitant or resistant to the developmental approach to PVE and the approaches of the project to build understanding that PVE should be more than a security approach. RBAS and project engagement was not enough to get through to key leaders in some countries of the region. This was not seen as a surprise, as it was recognized to be not realistic that some countries that have as the essence of their regime as opposition to Islamists would revise this approach based on UNDP research, examples, or influence. RBAS staff and managers however argued that the approach of bringing regional examples and research was still the best one to get through to these difficult partners in MENA in PVE. They noted that they had had more successes in countries that were once closed to a developmental approach to PVE over time, and that Jordan, Iraq, and Lebanon are now open to this approach where they once had been closed.

RBAS staff and managers were also hopeful that the approach of working with regional institutions and RECs in Africa could in time lead to a greater potential to work with the League of Arab States. In 2022, RBAS has developed opportunities that were once resisted within the League, such as starting work with the Interior Minister's Council.

The challenges of working through a development lens in PVE when other partners pursue security approaches with country governments and agencies was seen as often difficult. UNDP global and regional staff remained cognizant that the development approach was embedded in securitized approaches and security agencies. UNDP has to continue work to reach security partners to build space for developmental approaches.

Some interviewees noted the importance of social media and electronic networks (including WhatsApp, Signal, and Facebook) as tools for misinformation, recruitment and radicalisation that are used to promote VE groups and agendas. The Regional PVE Project was seen to have a limited approach or be absent in most country projects in this space. This absence was seen as a limitation of the project by interviewees that raised this subject.

7. What, if any, alternative strategies would have been more effective in achieving the project's objectives?

The project's written materials and interviews made a compelling case for the importance of a developmental approach to PVE rather than a CT approach. Regional managers, project management, CO staff, CSO partners, and REC staff interviewed noted that the strategy of providing research and examples of programming to influence regional, national, and community PVE activities worked, as did providing funding for activities to demonstrate the utility and range of developmental PVE approaches in practice.

The regional level appears to have been the appropriate level to address PVE and reaching across bureaus (linking RBA and RBAS) essential to partners, stakeholders, and staff interviewed. VE in East Africa could not be addressed without considering Somalia, and the effects of the conflict and aftermath in Libya is essential to consider for VE across Central Africa and the Sahel. Connections across states by VE movements has been seen as critical to the spread of VE, and engagement to build partner and stakeholder coalitions and organisations to counter VE important for PVE through the project.

The Regional PVE project has been implemented through both direct implementation by the RSCA with regional and international partners, TA and support from regional staff and the delivery of networking, and national execution by partners. This was recognized in interviews as not only essential for accountability reasons, but also beneficial to track and keep track of outputs and disseminate these results across the continent. Partnerships with governments and international inter-government organizations by the project were successful under direct implementation (DIM) modalities and partnerships with COs. RSCA and project staff were able to deliver on these partnerships through DIM or through COs that in turn partnered with national actors, including at time through national implementation modalities when appropriate.

Interviews did not identify alternative strategies that stakeholders felt would have been more effective in achieving the project's objectives.

8. Are the projects objectives and outputs clear, practical, and feasible within its frame?

The 2018 reframing of the Regional PVE project's objectives and outputs was seen in interviews with staff and donors as making the outputs increasingly clear, practical, and feasible within the time frame for the project. The project was ambitious from the outset with a continental focus and plans to focus on a set of epicentre, spill over, and at-risk counties. The reframing was also necessary as the actual funding levels for the project did not reach the levels set in the original ProDoc.

9. To what extent has the project been appropriately responsive to the needs of the regional constituents and changing partner priorities?

The Regional PVE Project was designed with consultations with development partners, the AU and RECs, and UNDP COs. The project team has continued to report on and discuss project progress and evolving needs with COs, regional organisations, researchers, and donors, including through annual board meetings.

The ways that the Regional PVE Project adapted to address to the changing dynamics of VE in the region were also noted. The project, for example, engaged and has provided support to help partners address new VE threats such as in Mozambique and the different ways spill over effects of VE affect the Sahelian region.

The extent to which the Regional PVE Project was conflict sensitive, and whether and how the project was sufficiently conflict sensitive, was raised by one donor. The project team were able to engage, discuss with the donor, and clarify and respond to the issues raised. RSCA and project management noted in fact, the context and experience of conflict in the region was what framed the development and operations of the project by working toward PVE under volatile conditions and where risks existed for spill over or VE to arise within countries with rising national conflict risks.

CSO partners interviewed praised the project team's hands-on, responsive, and adaptive style of working with CSOs, which they saw as productive (as well as necessary in the developing PVE field).

Other examples for the project's responsiveness to regional and sub-regional partners include the development of Early Warning and Early Response and PVE Toolkit for the AU, RECs, and member states to use to improve their prevention and response strategies. Project support for the research conducted by

IGAD was also noted as a project response to the demand for local, evidence-based findings on ICEPCVE in the IGAD region.

10. To what extent are there linkages between the different modes of the intervention? How has delivery of country-level outputs led to (regional) outcome-level progress? How has the UNDP's support to RECs and the AU cascaded into national- and community-level PVE efforts? How has regional project management and technical support impacted activities at country- and community-level?

Interviewees appreciated the work of project staff, which they saw as strong, to link project activities from different components and to connect interventions supported in one country with another. Understanding and sharing information about links was seen as a part of the knowledge management of the project. The project was also seen as useful in providing targeted information to partners, such as the Office of the National Security Advisor in Nigeria, which they then used for NAP development and implementation.

Evidence was not apparent for cascading linkages between the different modes of the intervention, such as from regional work with IGAD or ECOWAS on Early Warning to COs, partners, and communities. The limited evidence for cascades could be a function of the lack of direct links between RECs and non-governmental partners. In Nigeria however, the LCBC's connections to the Government of Nigeria were instrumental in building support for the country's approach and the development of a NAP through this sub-regional level.

The delivery of country-level outputs has contributed to regional outcome-level progress in a cumulative way for the project. The Regional PVE project has aggregated the achievements of countries and regions in reporting. The project has also supported regional progress as well through sharing knowledge and experience through program staff TA, project-supported publications and reporting, and the community of practice exercises.

Regional PVE project management and technical support was noted in interviews as having important positive impacts on PVE activities at country- and community-level by regional managers, the project team, and CO UNDP staff across countries in Africa. Project reporting also noted ways that the regional team supported country UNDP efforts and work with their partners in government and civil society.

11. To what extent have marginalized groups at-risk of violent extremism benefited from interventions? Have CSO-driven approaches to PVE been accommodated by the Project to adequately address community needs?

Regional PVE Project activities at the community level have specifically targeted marginalized groups at-risk of violent extremism and provided them with benefits from interventions. For example, in Tanzania, the community-based activities targeted marginalized women and girls as men and boys seen as socio-economically vulnerable.

The project has partnered with CSOs and CSO networks to use CSO-driven approaches to PVE. Regional project and CO staff as well as CSOs interviewed felt that the project had accommodated CSO-driven approaches into projects to address community needs, local ownership, and sustainability of PVE programming, particularly through networks like in the Lake Chad Basin.

12. To what extent have South-South cooperation (peer-to-peer learning) and knowledge management contributed to the results attained?

The Regional PVE Project has managed the project, in particular through the COP, towards peer to peer, South-South learning. The design of the project as an initiative for UNDP to connect countries, sub-regions, communities and CSOs across Africa through a range of pilot effort in PVE had using UNDP's networks

to share learning and experience as integral to the design. The ways that the project has managed knowledge sharing through the COP were seen as effective by participants. The project adjusted to COVID-19 pandemic conditions by doing more cross-country COP cooperation through remote methods in 2020 and 2021 which were seen by staff and participants as effective under these conditions, although inferior to in-person methods of pre-COVID times.

Nevertheless, interviewees felt that knowledge management (KM) could be strengthened to better share information in a more comprehensive way on PVE within the community of practice as well as more broadly with partners and stakeholders around the world. KM is difficult for any organisation, as is determining how and how much to share in working in sensitive areas like PVE. Searching for and identifying information through UNDP platforms in any field is challenging as the organization does not have a platform to make finding targeted UNDP-produced information widely available. For example, UNDP does not make all PVE materials available on a single searchable site through the internet. This lacunae leaves KM up to projects and programmes. The Regional PVE project faced these challenges about sharing, particularly on sensitive matters like PVE. The project strove to share across partners and activities through the networking of the Regional PVE project staff as well as the COP. This has interviews suggested worked well for participants in the COP. These sensitivities have led to limited use and sharing of some products that governments have deemed too sensitive, such as the study on women and Al Shabab from Kenya and Somalia. Some interviewees felt UNDP should nevertheless be able to share unpublished results in more detail to support regional and CO partners and stakeholders in PVE. The lack of a comprehensive, searchable way to share all PVE information beyond COP participants and regional PVE partners appears to have hindered learning from the project's achievements.

13. How effective has the Regional PVE Project been as a global thought leader on PVE, an innovator in approach and a trusted partner in 2018-2020?

Interviews with UNDP HQ, regional, and project staff identified ways that the Regional PVE Project had been as a global thought leader on PVE through its own research, particularly JtE, and through its engagement with the Crisis Bureau, where much of UNDP's global PVE experience and project activities have been through the countries engaged by the Regional PVE project. UNDP globally reports supporting national capacities to prevent and respond to violent extremism conducive to terrorism in 42 countries; the regional project has brought 22 of them to this total.

The project has made substantial headway in spreading the development approach to PVE in contexts where initial PVE efforts were overly CT-based. For example, in Somalia, CO staff credited project funding and support with giving them the opportunity to engage with and address national stakeholders in PVE that had originally gone forward with a CT strategy that was not only unlikely to work but also probably going to do harm as their NAP approach. Project support for community consultations was seen as having changed the dialogue- even the language used for PVE – in Somalia.

The initial plan of the project to support more external research on PVE through a call for proposals and awards was seen by project staff as not very successful, as not many quality relevant proposals and organisations engaged or applied to work with the project in its first years. This led to the project team focusing more on developing UNDP's own research through the project, including JtE II as well as targeted national and sub-regional projects managed by the regional PVE project or CO projects funded by it. Some donor interviews felt that the project had done enough research itself and should leave research to dedicated research organisations as research is not seen as one of UNDP's main strengths as an organisation.

UNDP was seen as innovative in research in using its advantages from working with governments to reach former VE themselves for the research in JtE. Having this large a sample of former members of VE groups as subjects of research was seen as innovative and something UNDP could do because of its ties to governments that held or rehabilitated these VE cadres.

Working in sensitive areas like PVE and maintaining trust for UNDP overall, with many interests and partners within the development agency beyond PVE, led in some cases to not releasing and sharing some research as too sensitive. This helped maintain trust – but inhibited the use and learning of findings, conclusions, and recommendations – for example on the roles of women and girls in Al Shabab based on research in Kenya and Somalia.

14. Which programme areas are the most relevant and strategic for UNDP to consider going forward?

Interviewees asked suggested programme areas for UNDP to consider going forward. The ET has also analysed the effectiveness of programming above towards contributing to forward-looking recommendations. Most relevant, strategic programme areas for future programming consideration expanded on in the recommendations section below.

EFFICIENCY

Efficiency is the extent to which the project delivers, or is likely to deliver, results in an economic and timely way. Evaluation findings and conclusions are organized by evaluation questions under this sub-heading.

1. To what extent was the project management structure as outlined in the project document efficient in generating the expected results?

The ProDoc outlined a management structure based in RSCA to work with UNDP CO partners, regional partners, and international CSO partners. The ProDoc also provided for a project manager and modest project team under the RSCA Regional Governance and Peacebuilding cluster. Plans and an explanation of how the project would work across Bureaus with RBAS were explained – and have been strengthened over time. In 2021, the RBAS committed to funding and providing staff time at the regional level to the project which it delivered upon.

The ProDoc provided for a Project Board to meet at least annually, which has been done. The board has had the planned regional institution, RSCA-RBAS Regional Hub, donor, and AUC and RECs participation, with the staff of the project serving as the secretariat. Annual meetings have been held which has been necessary for accountability (to approve reports), planning (to approve work plans), and sharing of knowledge. Meetings have been used to solicit and discuss plans and output progress.

The revision of the Results Framework (RF), massive efforts to streamline country and regional indicators. Responsibility for project implementation was divided between the regional PVE project team based in the RSCA office, and individuals and teams in each UNDP CO working with government counterparts, civil society organizations, affected communities, and stakeholders, including other donor partners.

The project structure responded efficiently to the design of the project, with a regional team in RSCA-RBAS Regional Hub implementing regional activities and supporting the work conducted at national level. This allowed UNDP Country Offices, and project teams concerned, to customize the design of the project to local requirements, build relations of trust with Government counterparts and civil society partners, and to operate in the responsive and flexible manner already noted, constrained only by the need to respect budget envelopes provided by the regional team and to ensure a certain consistency of approach encouraged by regular dialogue between colleagues and project assurance activities conducted by the regional office.

The decentralized approach to project implementation was evaluated as working successfully. Some stakeholders criticized the centralization of procurement procedures in COs instead of the field (Chad);

however, this is a general requirement and standard operating procedure of UNDP for accountability purposes rather than specific to the project. That procurement procedures for goods and services are centralized in N'Djamena in this example was in addition seen as contributing to a general tendency of reluctance to rely on local structures for the implementation of activities, including in the acquisition of goods and services, etc. This was seen by Chadian interviewees as having a negative impact on the effectiveness of projects in the field both in terms of time (slow delivery) and the quality of goods and services.

2. To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?

Regional UNDP managers and project staff interviewed noted ways that implementation strategy and execution has been efficient and cost-effective in operations. Donor interviewees did not raise or were not concerned about specific issues of efficiency or cost-effective implementation. The Regional PVE project was selected as one of the three RBA projects to focus on in the Bureau's 2020 Programme Audit. The audit assessed the regional PVE project's processes without identifying deficiencies or making specific recommendations for needed improvements (unlike the other two projects that the audit targeted specifically).

Regional programming was viewed as having inherent efficiencies relative to country-specific projects as able to share and scale up engagement across countries. Regional programming was also seen as efficient as almost the only way to work with regional and subregional organizations and CSO coalitions that cross international lines. Bringing the comparative perspective and experience through the project's materials or the project's staff directly was viewed as an efficient way to operate, for example in sending regional PVE project staff to help the CO and stakeholders in Cote d-Ivoire think through a PVE scoping mission. This was seen as far more efficient than hiring a consultant for the work.

UNDP Bureau and global staff interviewed praised the programme's good practices as efficient as a regional programme due to the way's project staff managed knowledge sharing, coordination, provision of funding and TA, reporting, and the COP. PVE as a new and developing practice area for UNDP was recognized as needing analysis, networking and knowledge sharing among staff and partners; the project's work starting and facilitating the development of the practice areas was seen as key to UNDP's global learning as well as for RBA, RBAS, and COs in Africa. Country office staff and former staff interviewed noted ways the project supported country-based work through TA and networking by project staff, which was seen as helpful in the development and implementation of country work funded by the project (and was often supported by additional donors and resources at the country or sub-regional level or in communities).

PVE was recognized as having questions about efficiency as effectiveness is challenging, since understanding what does not happen (prevention of VE) is difficult as discussed above. The RF's focus on achievements towards outputs and the development of clear outputs was seen by staff and donors as one way to articulate clear results even with these longstanding issues in measuring prevention.

The staffing of the Regional PVE project was seen to be lean. In 2020, the project was supported formally for the first time RBAS staff with one staff person dedicated to the project. The project in 2020 in addition acquired another staff person through the Republic of Korea. The efficient work of staff was recognized in the extensive comments, TA, and engagement that they provided with CO staff and national and international partners and stakeholders of the project.

UNDP global, regional, and project staff noted that activities at the community level had efficiency questions. Whether there was value for money in working with small communities and small groups of targeted beneficiaries in PVE was seen as questionable by some interviewees; however even critical interviewees noted that as pilots, the work of the Regional PVE project to provide proof of concept for

UNDP support to PVE at the community level was important to demonstrate and that the project had successfully demonstrated abilities to work with COs and partners at this level. Interviewees also recognized that in the development of these community-based PVE initiative, there were usually connections made to broader local, national, or donor programming that had the potential to and could build on these community-based pilots. Amplification or replication however were not certain or guaranteed for any of these programmes which were valued for their support to communities in general as well as specifically for support to PVE within these communities.

3. To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Regional PVE project staff endeavoured to restructure the project in 2018 to be able to better articulate how the project was working towards and achieving outputs and outcomes. This was seen as a worthwhile investment that helped the project articulate, aggregate, and explain results, as well as aim for effects on outcomes.

Regional and CO staff worked to embed the regional PVE project supported interventions in national practices to sustain, expand, and extend these initiatives which would boost efficiency and effectiveness. The sensitivities around PVE, especially in some countries, were noted in interviews as having made building and acting on these linkages difficult in these countries/communities. Some interviewees felt that the project should make additional efforts through high-level UN and partner contacts to get national government partners and the highest levels of government in these partner countries to acknowledge and work out the governance issues that create dissatisfaction and grievances that VE has been able to mobilize to enlist support. UNDP, as already engaged in governance support across Africa was seen as well placed to work more on corruption and misgovernance that create the grievances VE actors use to raise support for their movements.

The regional PVE project, in operating through UNDP COs through projects at the sub-regional, national and community level, faced challenges at times with low country-level delivery rates from some countries as UNDP staff and partners in the wide-ranging set of countries that received regional PVE funds ran into many different, country-specific issues in delivery that delayed activities and expending funds. These challenges and issues existed pre-COVID-19 pandemic but were also worsened by restrictions on engagement and activities made by countries and UNDP to manage the pandemic and minimize community spread. Delivery rate challenges was featured in project board discussions and the project's annual reports. Regional project staff emphasized to CO staff that strong risk management and accurate realistic financial projections was needed from COs, and that COs should provide information early to the regional project on funds that would not be used to facilitate reprogramming of these funds by the regional project. It is not clear that the regional PVE project can do more than urge cooperation by COs and early clarity on funding. The good relationships that regional PVE project staff and management have with CO level partners was seen as supporting good performance on delivery in interviews with CO and regional PVE project staff. The Mid-Term Evaluation of the UNDP Regional Programme for Africa (2018-2021) conducted in 2021 found that the PVE project did well in delivery rates relative to the full portfolio of RBA programmes in 2020, noting an 82% delivery rate and placing the project in the "good" category among the top 10 of RBA's 35 regional projects in delivery (p. 49).

The regional PVE project did not deploy its own staff to COs or regional institutions permanently to develop, manage, or implement programming. The staff of the regional PVE project provided TA and support but were not direct managers. UNDP CO staff and staff from REC or CSO partners managed country and community-based programming or regional and subregional projects. Some interviewees in Chad and Cameroon felt that having PVE projects implemented by a single agent in the field with the support from a project coordinator based at the CO levels meant that the project was understaffed. Interviews did not find additional staff hired at CO levels for implementation; staff was hired for project

implementation for community-level programming (for example, in Tanga, Mwanza and Zanzibar in the United Republic of Tanzania).

4. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

Project staff developed good relationships and practices to use to monitor CO and partner use of resources and programming. These monitoring systems were used by the project management for both management and reporting. The revision of the RF was done to support better understanding of project activities, results, and data collection; this was the major revision made in implementation at the regional level.

Findings from interviews with regional managers, project, and CO staff, and implementing partners and as well as review of M&E documentation suggests that progress reports including achievements, gaps and lessons learned in implementation have been submitted regularly by partners and CO staff implementing projects. Regional PVE project staff use these materials for learning and raise detailed questions and issues for further development with CO staff and implementing partners. This review sometimes led to substantial dialogue and engagement between Regional PVE Project staff and CO staff. CO staff did not always respond to and engage with this detailed feedback from the regional team.

Regional PVE project staff conducted field visits to verify some activities and data and used these occasions for further dialogue and learning. During one field visit noted in interviews for example, project staff engaged with implementing partners, community members, project beneficiaries and sites of vocational training and potential areas for project expansion.

Project monitoring in insecure areas has been a challenge for some projects funded by the Regional PVE project. In Sudan, project board members engaged in field visits to observe progress on implementation of the project. Visits clarified that many of the areas where the projects are implemented were not accessible after night fall due to security concerns. Board members recommended that community members be trained In Mali also stakeholders deplored the inaccessibility of certain zones of the project during the raining season. The instability of the security situation of the country impacted the monitoring and evaluation. Regional PVE project funded CO activities in other countries have used third party monitoring to increase information gathering in insecure areas, for example in Somalia. And the human rights observatory in Cameroon cooperates with local CSOs to trains community members to monitor human rights violation in the region to meet these M&E challenges.

Some country offices (Cameroon, Chad, Sudan) reported that they have conducted their own internal evaluations of their work under the project to support learning and the development of their PVE portfolio.

5. To what extent have regionally-commissioned research and practical tools/toolkits commissioned by the Project informed the management and implementation of interventions? How might they be used to greater effect going forward?

The research and tools developed by the Project were seen in interviews with UNDP, RBA, RBAS, and Project staff as key results of the project; These materials not only informed the management and implementation of the project but also the broader discussion and development of non-security PVE approaches in and outside UNDP globally, the AU and RECs, and in countries on the continent.

The research component of the project was also well received by Government counterparts, civil society partners and other stakeholders interviewed. The flagship product Journey to Extremism in Africa was seen useful for advocacy and visibility purposes. Findings from regional research were useful for CO staff to

subtly influence stakeholders and partners by brining evidence to bear on general and regional sources of VE that could be taken and used in countries that were reluctant to openly discuss internal VE risks.

Research undertaken at national levels was appreciated by respondents in these countries as both useful for advocacy and as an evidence-base for further programming. For example, in Sudan, the Violent extremism in Sudan: an evidence-based study report conducted with the support of the regional PVE project appears to have had a profound catalysing effect on PVE. The study found the main drivers of the violent extremism were economic, except in Khartoum. Economic factors appear to be the main reason for joining VE groups in Darfur, Kassala, Gedaref, and White Nile. In Khartoum, the ideological factor of support for the creation of the caliphate was the main factor promoting joining VE groups. The research has led to policy recommendations for a context-based response to VE based on these differences.

6. How have project partnerships with development partners and civil society organizations enabled success? What challenges have affected partnerships and how might they be improved?

The project developed partnerships with development partners at the outset for funding and worked to maintain these relationships through reporting through progress reports and quarterly bulletins, board meetings, sharing of research and dialogue in implementation. The project partnered with some civil society organizations for research and programming at the regional and sub-regional levels. CO staff have also partnered with CSOs in developing and implementing a wide range of PVE programming funded by the Regional PVE project and other funders.

One donor partner expressed frustrations with the project over the extent conflict sensitivity was a feature in the regional PVE projects approach, and the project staff noting that this issue and frustrations in the process of discussion and addressing this perceived issue had been resolved.

Partnerships with CSOs have limitations shaped by the relatively short-term and targeted nature of Regional PVE project and its funds and CSOs' needs for long-term relationships and flexible funding to strengthen the activities of CSOs and CSO networks. Work could be done to improve donor partnerships through even more dialogue and information sharing; however not all differences of opinion and emphasis are likely to be resolved in accordance with donor preferences.

SUSTAINABILITY

Sustainability is defined as the extent to which the net benefits of the intervention continue or are likely to continue. Evaluation findings and conclusions are organized by evaluation questions under this sub-heading.

1. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

Resources to sustain PVE benefits and to extend or expand PVE projects at the regional, national, or community level remain limited. Interviews with RSCA and initial project managers noted that the regional PVE project itself was not meant to be sustainable; instead, the approach was for the regional PVE project to have catalytic effects that brought ideas, approaches, and data on PVE towards building a sustainable area of work in PVE as well as supporting the effective coordination and collective actions to address the transnational VE. Important progress was seen to have been made in developing the area of work and a networked community that works on PVE across Africa. UNDP COs and their partners and stakeholders are expected to identify and raise additional resources as well as develop follow-on strategies for the long-term tasks of and opportunities for PVE across Africa to continue to build on this area of work and make

PVE sustainable. Project reporting and interviews with Project staff and CO staff noted many countries had identified and raised additional resources from donors for PVE projects to complement the regional funds used to begin CO PVE activities. But interviews with global UNDP staff, RSCA managers, and project staff noted that PVE as an area of programming was receding in attention and interest from donors and COs at present from earlier higher levels of interest in the early stages of the project. PVE was seen as being subsumed by and being a part of broader efforts to prevent and manage violent conflicts of all types; this was the direction that was anticipated to be used for PVE and to address other conflicts going forward by CO staff, some donor staff, UNDP global and regional staff, and regional project staff interviewed.

Having strong national partners for the Regional PVE project was seen as supporting sustainability. For example, having the ONSA lead on PVE in Nigeria, was seen as supporting sustainability as the government institution will continue on beyond the life of the project.

2. Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?

Evidence is clear that project contributions 2016-2021 led to outputs and contributed to outputs and outcomes at the regional level in RBA and RBAS, with regional intergovernmental organizations and with international and national CSO partners and coalitions.

Contributions of the project are also clear in support for outputs and contributions to outcomes with UNDP COs, with their government partners in countries, and with national CSO partners and coalitions. National level sustainability however is always under potential threat from national level changes in countries, such as the coup in Mali which turned over staff and made it challenging for UNDP to collaborate with the post-coup authorities or with post-election turnover of government leaders as in Benin after the problematic elections in the country April 2021.

The project helped develop UNDP path setting work with the LCBC on PVE, reintegration and rehabilitation of VE, which is now the basis of the UNDP Nigeria programming on community-based reconciliation and reintegration.

Adapting to the COVID-19 Pandemic was generally seen as a hindrance to sustainability, as remote methods were harder for building sustainability (as well as effectiveness) by some CO staff interviewed. Since COVID made implementation more difficult, these interviewees felt that an extension of the project that could provide more time to support institutionalization and sustainability of national project activities and achievements was warranted.

3. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

The legal frameworks, policies and governance structures and processes within which the project operates in the RBA at RSCA and through collaboration with COs across Africa (including ones that report to RBAS) were not seen as posing risks that may jeopardize sustainability of project benefits in interviews with RBA and RSCA managers, RBAS Amman Hub managers, and Regional PVE project managers and staff. Other interviewees were not asked this question as this area was seen as outside their knowledge and experience. UNDP has appropriate country-based and regional agreements with regional organizations as needed to operate. Coups and other weak governance at the country level impede UN engagement with illegitimate authorities in these cases; the regional PVE project, like other UN agencies' work, faces limitations in these cases.

4. What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?

Interviews with UNDP RBA, RBAS, and project managers and CO staff noted that stakeholders that had been engaged by the project largely retained interest in PVE and ownership of activities, which they expected would ensure that national PVE frameworks and action plans supported by the project will continue to be relevant, as will REC efforts in PVE and UNDP's global PVE initiatives. The sustainability of community-based activities and stakeholders were largely seen as more questionable as these activities have relied on project-based funding that may not be continued after 2021 and the project's end by donors or governments. Regional and national stakeholders were often seen to have sufficient resources and interest to allow for project benefits to be sustained at these levels, but CSO and community-level engagements were seen as not having these resources.

A successor regional PVE project was seen as an important mechanism to build future sustainability by many interviewees. PVE, as a new practice area for UNDP and one that was highly sensitive for governments, regional organizations, and civil society, was seen as needing a longer time to develop sustainability than the six-year project have been able to operate.

5. To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights, and human development?

Results have been modest in gender equality and the empowerment of women. The emphasis on human rights has been important, but the approach of piloting a variety of efforts. The Regional PVE Project was designed and implemented to support capacity building and localization through work with national partners and communities as well as with regional and sub-regional organizations. This design specifically supports carrying results forward.

The introduction and strengthening of an overall development approach to PVE was seen as having a more substantial and enduring effect on partners and stakeholders.

CROSS-CUTTING ISSUES

The evaluation, per the TOR, organizes findings and conclusions below under sub-headings of human rights, gender equality, and conflict sensitivity.

Human rights
1. How have the human rights-based approach and considerations of equality, gender mainstreaming and rights of persons with disabilities (PWD) been incorporated into the design and execution of the project? How can these areas be improved going forward?

The initial project managers and RSCA management argued that HR has been central to the design of the project, and that the project had been strong in using HRBA in implementation. The fact that the research identified injustice and HR violations by security forces as key motives behind joining VE organizations facilitated the focus on HRBA in the project, with partners and stakeholders, and with UNDP COs and their partners. A HRBA has been a key part of the engagement to build the national constituency and expertise in PVE in the development of PVE and CT strategies at the country level, including through trainings that emphasized the need for a HRBA in frameworks and practices to implement them with partners in relevant government agencies and ministries (for example, with stakeholders in Benin and Togo towards the development of the country's PVE strategy in 2021). UNDP CO projects that focused on Output 2 particularly focused on HRBA, for example in establishing the CSO-based Human Rights Observatory in Northern Cameroon to encourage trust in security services through accountability mechanisms. Community beneficiaries interviewed noted great appreciation for the HRBA and its value in their circumstances in Cameroon. As one interviewee noted,

I was trained by the project on human rights. These trainings shed light on human rights abuse by Security and defence forces. We have organized educative chat with members on our community on human rights. Due to the intervention of the project the relation with the SDF has been improved. The human rights abuses mainly against women have been reduced. The community members report easily facts to security and defence forces.

The project developed a dedicated output on women and VE in design and implemented towards this area of PVE as well as mainstreamed gender through explicit attention to women and gender disaggregation throughout activities supported by the regional PVE project.

PWD have not been a focus of the project. Research, including JtE, did not identify PWD as associated with PVE or as a risk factor for VE.

A continued focus on HRBA in PVE was seen by UNDP and project staff as essential going forward in interviews

2. To what extent have disadvantaged and marginalized groups benefited from the work of UNDP's Regional PVE Project?

The Regional PVE project has focused community-based efforts on disadvantaged, marginalized groups as groups with members at a high risk for VE recruitment. Interviewees asked specifically about whether there had been enough effort to reach diverse groups of vulnerable populations with programming all felt that there had been enough effort made to reach vulnerable populations by the project. The project's CO level efforts and different COs-level initiatives noted that targeting of programs of disadvantaged and vulnerable groups was context-based as disadvantage and vulnerability vary by country and within countries by community. Particular targeting was driven by the analysis of partners and stakeholders in coordination with and through CO and CO-PVE project staff. The Regional PVE project supported these efforts with TA and networking support (in this and other areas). These efforts were seen as advancing the prospects of disadvantaged, vulnerable groups, including by members of these groups themselves. For example, participants in UNDP/Nigeria's vocational training for at-risk youth believed that they had economic opportunities in the wake of training.

Some regional PVE project supported activities specifically focused on disability as a part of the activity. In Sudan for example, the Partnering Against Violent Extremism (PAVE) Programme considered mental health as a disability if it affects or can affect the beneficiary's the day-to-day activities currently or in the future. The SNCCT and partners interviewed underlined the necessity of crafting a comprehensive strategy to include people living with disabilities for reintegration phase for people disengaging from VE groups. And activities specifically supported mental health and psychosocial support (MHPSS) that addressed populations with this disability.

3. How effective has the Regional PVE Project been in advocacy to address human rights violations by state security actors as a proven trigger factor in radicalization to VE?

JtE and other research identified unjust actions by the state as key factors promoting VE. In the context where the project needed to build support within countries among key state actors in CT to support a developmental approach to PVE (in part towards promoting HR and limiting rights violations), the project has continued a positive focus on reducing human rights violations to building support for PVE.

Interviews in Cameroon at the community level with beneficiaries found men and women valued the support from the project for dialogue between communities and security forces; these interviewees asserted that these dialogues reinforced collaboration between communities and security forces and reduced human rights abuses. Engagement in monitoring and "presence" from the community-level project was recognized as important to complement dialogue with verification and evidence.

Gender equality
4. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?

Project reporting and interviews with project and UNDP staff suggested that the project team has considered GEWE in a mainstreamed way as well as through a dedicated output focused on empowering women. The emphasis in the project has been on Output 7: Women Are Empowered to Play a Leading Role in Prevention and Response to Violent Extremism. Project and CO staff that worked with the project noted ways that the project worked to have a gender -differentiated approach to VE issues and provided capacity building support for women's participation and engagement as part of addressing the different drivers of radicalization and how they vary among men and women.

As part of mainstreaming, the project required and worked to support the provision of gender-disaggregated data on beneficiaries. This was seen as weak by some staff in the beginning, but concentrated efforts led to comprehensive reporting of beneficiaries as women and men, girls, and boys. Project support for women was also seen as important to the inclusion of women into the development of national strategies and action plans for PVE. For example, with the support of the project, two representatives of women's CSO networks were included in the Tanzanian advisory council on PVE.

At the community level, interviews in Cameroon with beneficiaries found men recognized as a result of the project's engagement that as a routine matter, they should engage women in the community on PVE. Women interviewed noted they were invited and able to participate, and then shared the results of training and dialogues more broadly among community women. The main result identified was an end to not reporting rape and other sexual abuses as women were no longer ashamed to mention these crimes.

Some national projects supported by the regional PVE project had an emphasis on including women and girls at the community level; in Tanzania, almost half of the beneficiaries in 2020 were female (above the criteria set by the project for at least 30% female beneficiaries). In Nigeria, a similar proportion of at-risk youth supported to be mentors and counsellors were female in 2020.

COs developed some activities through a gender sensitive and inclusive methodology that led to activities focused on women. In Sudan, for example, support for soap making workshops reached out to vulnerable women in a context-appropriate way as it allowed women to gain skills and be economically empowered without interfering with their family and household duties.

The project developed ways to incorporate women into PVE in innovative areas, such as the activities working with female religious leaders to raise awareness of women on PVE in Kenya.

5. To what extent has the project promoted positive changes in gender equality and empowered women, girls, and youth as agents for PVE? Were there any unintended effects?

GEWE has been a part of the project, but not a large part. Most of project targeted countries have multiple, widespread cultural barriers that impede the active and effective participation of women in political life, especially in security. The project undertook efforts towards overcoming these obstacles through sensitization and capacity building. Some interviews noted that Africa Regional PVE staff were concerned about and attentive to risks that a focus on GEWE might detract from PVE successes. No interviews identified unintended negative effects from programming on GEWE or programming under Output 7 on women. Interviews noted ways that the project could potentially do more on gender and PVE; this work could include a range of areas from research and programming experience (some of which would make for difficult engagements with religious leaders, civil society, and states – such as discussion and work on the connections between polygamy and VE identified in JtE report).

The Regional PVE Project initiated activities that responded to the specific needs of women in PVE and risks of VE. In Mali, for example, regional project support was channelled through the CO to women's groups to support their development and economic integration, which benefitted vulnerable women through support for market gardening in targeted municipalities.

6. How has the Regional PVE Project acted upon the complexity and multiplicity of roles that women and girls can take vis-à-vis VE-groups?

Project-supported research and activities have investigated roles of women and girls in VE and supported CO PVE projects with gender aspects. Country level supported projects have reached women in a variety of roles that they take in countries, including support for capacity building and engagement for women in the media (Kenya 2020), as religious leaders (Somalia 2020), and in livelihoods and resilience activities. These engagements have thus drawn out the ways women are part of the challenge in VE and provide ways for women to engage in PVE, including through activities such as including women community leaders to contribute to the development of religious counter -narratives to VE (in Jowhar in Somalia 2020). Some activities have disproportionately focused on women, such as the UNDP/Kenya 2020 activities on the roles of women and mothers in detecting early signs of radicalization and dissuading young people from joining extremist groups. Activities in livelihoods supported by the regional project worked with women at the community level, women's groups, and networks of women supporting women as well as men, for example in Mali, Nigeria, Tunisia, and Tanzania.

Conflict sensitivity
7. To what extent has conflict sensitivity been addressed in the design, implementation, and monitoring of the project?

RSCA and project management noted in interviews that understanding conflict dynamics "was what PVE is all about." Conflict sensitivity was seen as key to the project by CO staff as well. Project reporting noted country by country how regional, national, and local tensions and conflicts shaped the VE challenges and opportunities for PVE. Conflict sensitivity was surprisingly contested by one key donor that felt the project was not adequately addressing conflict.

Some CO projects supported by the regional PVE project were conflict sensitive; for example, the large support to Tanzania through the project has accompanied the risking VE issues for the country with the adjacent VE insurgency in Mozambique. This risk was seen as encouraging the authorities to be more proactive on VE, encouraging for example the large-scale community policing training supported by the regional PVE project. In Chad, the CO team and its local partners used a conflict sensitive approach to bring stakeholders along to using the concept of VE, which some key local actors were hostile to. Project-funded support and the CO team and partners worked to mediate and raise awareness between '' traditional hunters' or "Donso" in the management of security at the local level to find a joint approach. Substantial mediation and awareness raising was needed between the groups and to get them to adhere to the project's vision.

UNDP programming supporting stabilization was seen as presenting opportunities to build PVE approaches into the restoration of government control in areas once held by insurgent groups. Stabilization programming may increasingly engage in reconciliation and reintegration which have PVE dynamics.

6.   CONCLUSIONS AND LESSONS LEARNT

Evaluation finding emphasize that the Preventing and responding to violent extremism: a development approach project has been a highly successful pilot initiative to date that has built credible and productive partnerships and achieved initial outputs and outcomes. The project remains relevant to the African, sub-regional, and country context where the project has worked with UNDP COs, national governments, CSOs, and communities as well as regional and sub-regional institutions. UNDP and development partners should consider developing a successor project to extend assistance to additional countries offices and consolidate the results achieved to date in countries where the project has already worked

Some key lessons can be highlighted to inform future phase of project assistance include:
- Communities Resilience building against VE - Training and support for livelihoods can support beneficiaries effectively and lead to concrete gains in terms of addressing root causes of VE. Support to vulnerable people has PVE and other benefits in supporting these individuals become more integrated into and contributing to the societies where they live.
- Conflict sensitivity in programming avoids unintended consequences- The conflict sensitive approach appears to have worked to mitigate unintended negative effects, and to influence conflict positively in each national project context. PVE activities supported by the Regional PVE project do not appear to have led to conflict or a backlash that instead enabled VE.
- Context sensitive approaches support PVE and addressing conflicts more broadly - Respect for local cultural sensitivities has helped to build trust between the project and different communities that do not always have good relations. In several countries targeted by the project, cultural resources have reportedly helped to defuse conflicts between groups and helped with a consolidate social cohesion in ways that support resilience against VE.
- Media approaches can effectively support awareness raising on PVE when literacy rates are low - Films, radio programming and visual content can be used effectively in contexts with high rates of illiteracy to raise awareness and to spread knowledge and research findings on VE. In Sudan, the film IMAN, appears to have succeeded in raising awareness among diverse audiences in the ways it has tackled the misconception that a single narrative to VE recruitment exists.
- Evidence-based research supports program and policy development - CO and Regional PVE project staff believe that country projects that have been supported by research and studies have achieved better results and are more likely to be sustainable. This further informs project planning through linking support for research and projects on the ground informed by this research.
- Working with and through regional and sub-regional institutions is as effective way to develop and disseminate new PVE tools, such as the EWER Toolkit – Regional PVE project engagement and consultations appear to have raised interest in the use of and piloting of project-supported tools at RECs.
- REC work supports sustainability in PVE work – Regional PVE project work with RECs was seen as boosting their ownership of the PVE space, as well as increasing the sustainability of the tools developed through partnerships with the project.

7. RECOMMENDATIONS

Based on accumulation and analysis of key findings that led to the conclusions above, as well as through specific recommendations solicited by the ET from staff, partners, and stakeholders that are in accordance with this analysis, key recommendations of the evaluation include the following. Recommendations that follow from the findings and conclusions above are grouped into themes to support understanding.

Conceptual Points
Develop a successor Regional PVE project
UNDP should consider developing a successor regional initiative to further develop the PVE practice area as an area of development programming based on the experience of the regional project 2016-2021, UNDP corporate capabilities, the experience of RBA and RBAS, and evolving trends in VE across Africa that

continue to demonstrate that VE is an important global issue that crosses UNDP boundaries (Africa/Arab States). RSCA. RBAS Amman Hub and project staff should focus efforts in development on how regional support can be used for technical assistance and knowledge sharing to sustain and scale up the comprehensive range of initiatives undertaken already by the project 2016-2021.

Follow an integrated approach at multiple levels
Developmental approaches to PVE supported by UNDP should continue to follow the integrated approach that connects regional, national, and local endeavours against VE towards having approaches that complement each other and lead to more effective approaches and stronger results by combining complementary PVE approaches and levels of engagement.

Continue to patiently develop constituencies for PVE
The project should continue with the patient and supportive approach taken to establish a development 'framing' of the PVE issues at national levels, to promote maximum buy-in across Government to the effort, and to mobilize the broadest possible coalition of civil society actors in its undertaking. The UNDP project teams should continue to lead engagement on NAPs at the Country level given the need to be resident on the ground, and to better promote the whole of society approach, which it is best placed to convene.

UNDP should consider, explore, and assess how to balance country level engagement with regional PVE programming where there may be mismatches between levels of CO and partner interest in PVE and the project and other stakeholders' analyses of the risks of VE in regions, countries, and communities. PVE remains a sensitive topic in many countries, where governments, religious authorities, and communities may not want to recognize or be willing to openly acknowledge risks of VE due to concerns about worsening the situation or of having negative ramifications for recognizing this risk. This reluctance sometimes exists in countries that evidence suggests are at high risks of VE or where there are already incidents of VE apparent. UNDP needs to continue to think about ways to engage, how to stimulate acknowledgement, and how to develop and influence PVE approaches in productive ways in countries that have been hesitant or resisted openly considering and acknowledging that VE risks are growing or substantial. Knowledge exchanges and cross-national learning appear to be promising approaches. The regional PVE project has proven that regional research and regional or subregional approaches that give countries opportunities for "face-saving" with regard to the underlying "causes" of VE is a productive method. UNDP should continue this approach with JtE II and other targeted research. Research efforts that identify regional or subregional spread as a cause of VE can have utility in starting to build a constituency for and use developmental approaches to PVE that then can look more comprehensively at risks of VE and opportunities for PVE in countries that hesitate to acknowledge internal VE issues.

Continue PVE Research as a key component of PVE programming, particularly local research connected to programming
UNDP should work to amass evidence over the longer term that helps add plausibility to the programme model. Evidence is still needed that demonstrates development initiatives can reduce support for VE or even the incidence of VE itself in ways that can be and are scaled up by the AU and RECs, governments, or civil society across Africa. Proving a negative – that the approaches lead to people not turning to VE -in a rigorous way remains difficult and more certain evidence would enhance the case for this programming.

Research should remain a prominent component of any successor PVE project as VE continues to adapt and change across the continent. That programming faces adversaries who consciously endeavour to defeat the goals of UNDP programming is an unusual attribute for development actors that challenges programming. VE adversaries are highly adaptive; PVE partners should be as well. Research has also demonstrated its utility for CO and regional staff in influencing and shaping partnerships, including overcoming reluctance to recognize VE challenges within countries or regions. Research targeting particular local contexts that can be used to directly shape partner or stakeholder programming may be most useful

Explore ways to broaden and scale up PVE support to sub-regional civil-society organizations and networks
Regional PVE project support to CSO networks was seen as an effective approach to build on; South-South collaboration and practice sharing in PVE was seen as effective ways to ensure ownership and support sustainability at local level that should be continued and potentially expanded in a subsequent project. Support to empower CSO networks was seen as particularly important towards increasing the transparency and accountability of state institutions in sensitive areas like PVE. Developing regional ways to work with CSO networks may help UNDP continue to support needs in PVE when working in countries where UNDP no longer works directly with the authorities, such as after governments are no longer internationally recognised after coups.

Consider building systematically on UNDP's Comparative Advantages in Work with the State and Governments
UNDP should consider systematic ways to promote developmental approaches to PVE in state institutions with government partners. UNDP has the corporate advantage of country offices that work with a wide range of institutions the governments of all 54 African countries. This network could be used systematically to position UNDP as a provider of one key type of PVE services – PVE as a development approach – with internationally recognized governments. The project should continue to focus both on countries targeted in the initial project and new countries and sub-regions facing VE threats such as Cote d'Ivoire, Benin, and the Great Lakes Region, etc..

Consider ways to build on programming on stabilization, with regional institutions, an approach to gender that considers masculinities, and digital communications
UNDP programming supporting stabilization continues to progress and offers opportunities to build PVE approaches into the restoration of government control in areas once held by insurgent groups. Stabilization programming may increasingly engage in reconciliation and reintegration which have PVE dynamics to be explored further. UNDP should continue to partner with the AUC to support and enable African Union leadership on on PVE. The continental reach of the AU offers promise on PVE, even if this promise has not been realized effectively enough yet through the partnership with the Regional PVE project. RSCA and the Regional PVE project should consider using the Desk to Desk on AU-UN partnership to support technical work together on PVE. The project and RBA should consider how to use the UN's high level political engagement to better support a developmental approach to PVE with and through the AU.

Areas for potential focus in PVE in Africa 2022 and beyond include digital PVE activities and broader approaches to gender that consider masculinities. With the growing influence of internet and social media in many African countries, and its use as an amplifier and projector of extremist narratives and as a potential tool of recruitment to violent action, the next phase of the project should consider work with youth to prevent the transmission of fake news and hate speech and promote values of peace, tolerance, and diversity. Technology and digital tools may also support work on MHPSS and PVE where there is substantial internet penetration.

Further efforts are required to ensure an inclusive and participatory 'whole of society' approach to PVE. Efforts to mobilize and capacitate civil society should be strengthened in the next phase of the project, to ensure that issues of gender and human rights observance are respected in preparation and implementation of national action plan.

Operational Programming Points

Expand support for knowledge management and the Community of Practice

The project should support networking and development of a PVE community of practice in the region, and underwrite research, data collection and knowledge management to allow better targeted interventions informed by global good practice. UNDP should develop open, clear accessible knowledge management platforms to organize and make available project-supported knowledge and products to a wider, broader audience – as well as regularly push out these materials to targeted audiences that can be consumers of these products and insights. UNDP should develop methods to follow-up on broad outreach with project staff doing additional work to promote and push the conclusions of research to other partners and stakeholders. Knowledge management remains critical for projects. Sharing empirical evidence about what can work and how in PVE is critical to advancing PVE. Support for KM and sharing at the country level on PVE was also recommended to build support for PVE within countries. Future project activities could target and support a national institution to be a clearance centre for PVE information and knowledge within specific countries.

Support systematic, multi-level resource mobilization
The regional office should provide substantial attention to regional and global resource mobilization that COs can build on in mobilizing additional resources at the country level. Global and regional UNDP engagement with donors and foreign and development ministries on PVE could be linked to CO level engagement with Embassies and donors in their countries to systematically build ways to connect resource mobilization that delivers more funding at the country level across Africa for PVE.

Endeavor to expand pilots and Training of Trainers (ToT)
The particular activities of the Regional PVE project have demonstrated impressive successes in regional institutions, countries, and communities. However, the challenge is to build on pilot successes to have a larger continental impact on what remains a huge VE challenge. Activities under a subsequent regional PVE project should emphasize strategies that support the replication of project successes and ways to amplify activity successes in PVE, particularly by expanding the number of individuals and groups reached through ToT methodologies, existing networks, and partnerships.

ANNEX 1: TERMS OF REFERENCE FOR THE FINAL EVALUATION

Services/Work Description: IC for Conducting Final Evaluation of UNDP RSCA "Preventing and Responding to Violent Extremism: A Development Approach" Project
Project/Programme Title: Preventing and Responding to Violent Extremism: A Development Approach
Consultancy Title: Consultant
Duty Station: Home-based with possible field visits
Duration: 48 working days
Expected start date: 9th August 2021

1. BACKGROUND

Preventing and Responding to Violent Extremism: A Development Approach (referred to as 'the Regional Project' in this document) is a six-year regional project, designed to strengthen development responses to mitigate the growth of violent extremism (VE) in Africa. Launched in 2016, the project is delivered by the United Nations Development Programme's (UNDP) Regional Service Centre for Africa (RSCA) in collaboration with the Regional Hub for Arab States (RBAS). The Project contributed to the following outputs of the UNDP Regional Programme, (2018-2021), Output 1: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience building; and Output 3: Regional institutions sustain peace and build resilience to crisis and shocks. At the outcome level it contributes to SDG 16. The Project takes on the "whole of government" and "whole of society" approach articulated in the UNSG's Plan of Action to Prevent Violent Extremism (2016).

The Regional Project proposes an intervention logic, underpinned by quantitative evidence provided in the Project's flagship research *Journey to Extremism (2017)* that acknowledges that root causes of violent extremism are not only laid in developmental causes, but also that violent extremism threatens to stunt development for decades to come. As a result, the project proposes development interventions that are positioned on the nexus between the individual, institutions, and ideology, in order to build resilience against violent extremism at the regional-, country- and community-level.

At the regional level, the project supports the capacity of the African Union Commission (AUC) and Regional Economic Communities (IGAD, ECOWAS, LCBC) to prevent and respond to violent extremism. Furthermore, the project encourages cross-border interventions, and its project management focuses on mutual, peer-to-peer learning on programmatic and policy approaches to prevent violent extremism between UNDP Country Offices and governments.

Furthermore, the Project functions as an umbrella and theoretical framework, as well as providing funding for 12 country-level PVE-projects implemented by UNDP Country Offices (Cameroon, Chad, Kenya, Mali, Morocco, Nigeria, Somalia, Sudan, Tanzania, Tunisia, Uganda, and West-Africa (Ghana, Togo, Benin)), and provides technical support to a total of 22 UNDP Country Offices working on PVE. Country-level interventions are implemented in three categories of countries: 'epicentre countries'; 'spillover countries'; and 'at-risk' countries. The project focuses on direct PVE-interventions in seven areas: national preventing and responding to VE coordination and capacity; rule of law and security (with a specific focus on addressing human rights violations as a driver of VE); disengagement and reintegration; socio-economic factors; public awareness, dialogue, and counter-narratives; community resilience; and gender-specific initiatives (incorporating the full complexity of female roles vis-à-vis VE-groups). Country-level interventions are characterized by community-driven approaches and implemented

by specialized and local CSO-partners such as Elman Centre for Peace and Human Rights, NEEM Foundation, Human Security Collective, Radio Ndarason Internationale, and grass-root CSO's. Furthermore, country-level interventions focus on whole-of-society dialogues on preventive approaches to VE, in order to support joint analyses and interventions in civil-military and state-citizen collaboration. Programming is supported by cross-cutting activities in the domain of research, policy and advocacy which stimulate (policy) dialogue on sensitive PVE challenges that are based on (primary) evidence from the community-level.

In 2020 the COVID-19 pandemic hampered community level engagements in the first two quarters of 2020 due to COVID-19 restrictions, lockdowns, and other social distancing measures. At the national level, there was an impact on progress on development of national PVE strategies and action plans, due to a prioritization of COVID-19 response. Despite these challenges, a number of country offices re-oriented their implementation to include COVID-19 response. There was less of a negative impact at the regional level whereby work continued and additional support was provided to counter-messaging from violent extremist groups spreading false messages on the COVID-19 pandemic.

The Regional PVE Project is currently in its final year of implementation. After finalization of Phase I, the Project recapitalized its first results in a Progress Report 2016-2018 and a Project Assessment, which was treated as a mid-term evaluation. Phase II focused on implementation of country-level result areas mostly and incorporated recommendations from the Assessment. The Project's innovative nature to test the development approach to PVE could count on the support from the Government of Sweden, the Government of the Netherlands and in previous years from the Government of Japan and the Government of the United Kingdom. Total project budget (including contributions from UNDP's Regional Bureau for Africa, UNDP's Oslo Governance Centre, and UNDP's Global Rule of Law Programme) counted up to USD 27.9 million.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The purpose of the final, close-of-project evaluation is to assess the overall progress and results of the Regional PVE Project's interventions against their intended goals and objectives. Specifically, and considering the innovating and piloting nature of the Project, the purpose of the evaluation is to assess which project components including methodologies and engagement strategies towards the country offices and other UN agencies, have been successful to the extent that they should be sustained in a longer-term development approach to PVE in Africa, and which components have not yielded intended results and should therefore be phased out or modified.

The scope of the final evaluation encompasses the complete result framework of the Regional PVE Project - all 9 Outputs, including project management and specifically project management interventions contributing to UNDP Country Office capacity building in the domain of PVE. Progress in all result areas ('outputs') should be assessed, the accountability framework, as well as the quality and logic of the result framework to embody the regional, developmental approach to PVE in Africa. The timeframe of the evaluation encompasses the entire project period (2016-2021), with a focus on Phase II (Implementation) in 2018-2021 following the conclusions of the Progress Assessment.

The final evaluation should focus its effectivity assessment on the primary target groups for the Regional PVE Project:
- At the community-level, (in)direct effects of project interventions on communities at-risk of violent extremism and loss of development gains as a consequence (as selected by UNDP Country Offices, the Regional Project Team and in collaboration with government and non

- government partners) should be evaluated with an outlook to the extent of behavioural/ideological change;
- At the country-level, (in)direct effects of capacity building interventions with government (security) agencies should be assessed, in terms of the institutional change that followed from UNDP's principled efforts to enhance closer collaboration between state and citizens in the PVE-domain (whole-of-society approach) as well as between security- and development actors (whole-of-government approach) to address governance and human rights deficits playing into root causes of VE. UNDP's efforts in support to national policy change in terms of government engagement in development and implementation of National PVE Strategies and Action Plans should be taken into account.
- At the regional level, evaluation of policy- and institutional change should take place according to the scope of country-level interventions (whole-of-government and whole-of-society approach). Furthermore, regional-level efforts should be evaluated in terms of their ability to enhance cross-border collaboration in normative frameworks and in practice. Lastly, it should be assessed how regionally commissioned research has been applied.
- As for project management the evaluation should address the effects of the interventions regarding capacity building for UNDP Country Offices as well as the effects throughout UNDP of efforts to promote the application of a PVE-lens, including conflict-sensitivity approaches, to development interventions.

Furthermore, the collaboration between UNDP's Regional Service Centre for Africa (RSCA) and the Regional Hub for Arab States (RBAS) is to be evaluated, as well as the UNDP-internal effects of the Regional PVE Project: its impact on UNDP Country Offices, on strategy and programming within the Regional Programme for Africa, on inter-project collaboration within and beyond the Regional Programme with a specific focus on the Regional Stabilization Facility in the Lake Chad Basin and the Inclusive Growth Team as well as the Global Rule of Law Programme. It should also evaluate the effect the project has had on the global level.

All in all, the objective of the evaluation is to assess the relevance and quality, effectiveness, efficiency, and sustainability of the Regional PVE Project for Africa.

EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

Key Guiding questions for the Final Evaluation of the Regional PVE Project (refer to Annex 4)

METHODOLOGY
- Survey and/or questionnaires where appropriate;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

The evaluation is expected to use a variety of data sources, primary, secondary, qualitative, quantitative, etc. to be extracted through surveys, storytelling, focus group discussions, face to face interviews, participatory methods, desk reviews, etc. conducted with a variety of partners. A transparent and participatory multi-stakeholder approach should be followed for data collection from government partners, community members, private sector, UN agencies, multilateral organizations, etc.

Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to some countries have been restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account in the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys, and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

ACTIVITY
- Meeting briefing with UNDP (programme managers and project staff as needed)
- Sharing of the relevant documentation with the evaluation team
- Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed
- Submission of the inception report
- (15 pages maximum)
- Comments and approval of inception report
- Desk review of provided documentation
- Consultations and field visits, in-depth interviews and focus groups
- Debriefing to UNDP and key stakeholders
- Preparation of draft evaluation report (40-60 pages excluding annexes), executive summary (5 pages)
- Draft report submission
- Consolidated UNDP Regional PVE Project comments to the draft report
- Final draft report submission
- Presentation to Evaluation Reference Group
- Finalization of the evaluation report incorporating additions/comments
- Submission of the final evaluation report to UNDP (50 pages maximum excluding executive summary and annexes)

Evaluation ethics
This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' which are available here: http://www.unevaluation.org/document/detail/102. The consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultants must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process
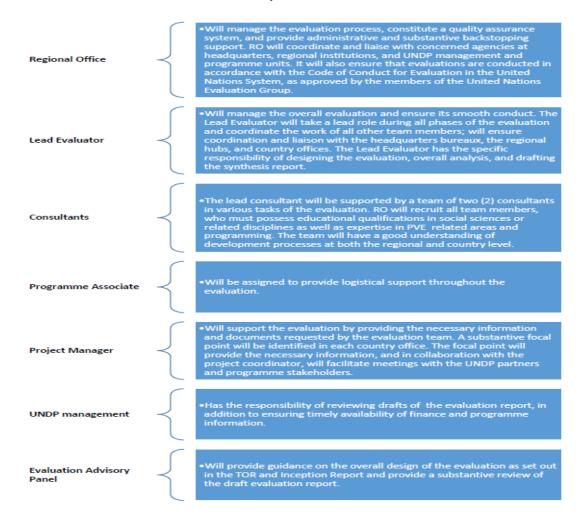
must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

4. Institutional arrangements/reporting lines

The consultant will complete the task in coordination and consultation with the Regional PVE Project Team at RSCA/RBAS. The PVE Project Manager fulfils the role of Evaluation Manager for the final evaluation, who is able to delegate specific tasks and responsibilities to team members.

The findings of the report will be discussed with the Regional PVE Team before presentation to the PVE Project Board, after taking recommendations on board and before final submission and approval of the report.

In case of travel, UNDP will cover travel cost (in accordance with UNDP Travel Policy) and DSA (in accordance with UNDP DSA and Travel Policy).

Regional Office	• Will manage the evaluation process, constitute a quality assurance system, and provide administrative and substantive backstopping support. RO will coordinate and liaise with concerned agencies at headquarters, regional institutions, and UNDP management and programme units. It will also ensure that evaluations are conducted in accordance with the Code of Conduct for Evaluation in the United Nations System, as approved by the members of the United Nations Evaluation Group.
Lead Evaluator	• Will manage the overall evaluation and ensure its smooth conduct. The Lead Evaluator will take a lead role during all phases of the evaluation and coordinate the work of all other team members; will ensure coordination and liaison with the headquarters bureaux, the regional hubs, and country offices. The Lead Evaluator has the specific responsibility of designing the evaluation, overall analysis, and drafting the synthesis report.
Consultants	• The lead consultant will be supported by a team of two (2) consultants in various tasks of the evaluation. RO will recruit all team members, who must possess educational qualifications in social sciences or related disciplines as well as expertise in PVE related areas and programming. The team will have a good understanding of development processes at both the regional and country level.
Programme Associate	• Will be assigned to provide logistical support throughout the evaluation.
Project Manager	• Will support the evaluation by providing the necessary information and documents requested by the evaluation team. A substantive focal point will be identified in each country office. The focal point will provide the necessary information, and in collaboration with the project coordinator, will facilitate meetings with the UNDP partners and programme stakeholders.
UNDP management	• Has the responsibility of reviewing drafts of the evaluation report, in addition to ensuring timely availability of finance and programme information.
Evaluation Advisory Panel	• Will provide guidance on the overall design of the evaluation as set out in the TOR and Inception Report and provide a substantive review of the draft evaluation report.

Annex:

Relevant documentation: (refer to Annex 2)

Proposed list of key stakeholders to be interviewed: (refer to Annex 3)

- **Regional PVE Project Team**: including UNDP RBAS-affiliated staff and former team members;

- **UNDP Country Offices (22):** PVE-focal points as well as (D)RR's and, where relevant, PDA's;
- **UNDP RSCA:** Director, Regional Programme Manager (and former Regional Programme Manager), PMSU, Team Lead Governance and Security, representatives Borderlands and Resilience Hubs, RSS-team Lake Chad Basin.
- **UNDP RBAS:** Director, former UNDP RBAS-affiliated staff
- **UNDP Crisis Bureau (PVE Team), Regional Bureau for Africa and Global Programme for Rule of Law**
- **Regional CSO-partners**: regionally-commissioned partnerships with Elman Centre, NEEM Foundation, Faith Associates, Radio Ndarason Internationale, Human Security Collective, Small Arms Survey etc.
- **National/community-level CSO-partners**: as recommended by Country Offices and regional CSO-partners;
- **Representatives from national governments**: as recommended by Country Offices and the Regional PVE Team;
- **Representatives from target communities**: in the case of, for example, Chad, Tanzania, Sudan, Mali, and Cameroon.
- **Project Board Members**: including SIDA, Government of the Netherlands, African Union Commission, IGAD, ECOWAS, LCBC, MNJTF etc.

ANNEX 2: LIST OF DOCUMENTS REVIEWED

United Nations Development Programme (UNDP) Documents

UNDP Strategic Plan. 2018-2021. New York: UNDP, October 2017. https://undocs.org/DP/2017/38

Performance Audit of the UNDP Regional Bureau for Africa. Report 2212. Office of Audit and Investigations. 23 December 2020.

Regional PVE Project Documents

Project Document 2016-2019. https://www.undp.org/content/dam/rba/docs/undp-rba-PVE-2016-2019.pdf

Project Document (Revised), 2016-2021

Annual Reports 2017, 2018, 2019, 2020, 2021, including Annual Financial Reports and Final Financial Report draft (2021 forthcoming);

Project progress report 2016-2018;

Project internal mid-term review 2016-2018;

Board Minutes from 2017, 2018, 2019 and 2020;

Annual Workplans for PVE-projects in 12 UNDP Country Offices for 2017-2020;

Biannual reports for PVE-projects in 12 UNDP Country Offices for 2019-2020;

Regional Progress Monitoring Framework (2018)

Sub-outcome indicators complementary to the Project's Result Framework developed in 2019

Report of M&E-meeting with the Netherlands in January 2019;

'Maximizing opportunities to enhance security through ODA', Policy Paper commissioned by the Regional PVE Project in 2018

International Alert/UNDP M&E Toolkit;

Recommendations following UNDP RBA Audit of Regional Programme for Africa (2020)

Research products and practitioner's tools commissioned by the Project

UNDP-internal correspondence related to technical support to UNDP Country Offices, interaction with UNDP's Regional Programme for Africa and inter-project collaboration, and to regional partnerships with Civil Society Organizations (CSO's) and research institutes.

Project management documentation

UN Documents

Quality Checklist for Evaluation TOR and Inception Report. New York: United Nations Evaluation Group (UNEG), June 2010.http://www.uneval.org/document/detail/608

Norms and Standards for Evaluation. New York: UNEG, June 2016. http://www.unevaluation.org/document/detail/1914

UNEG Handbook for Integrating Human Rights and Gender Perspectives in Evaluations. New York: UNEG, August 2014.http://www.uneval.org/document/detail/1616

UNEG Quality Checklist for Evaluation Reports. New York: UNEG, June 2010.http://www.unevaluation.org/document/detail/608

Donor Documents

SIDA Helpdesk on Human Security and Humanitarian Assistance (2016) 'Conflict Sensitivity Assessment of UNDP's Regional PVE Project'

SIDA Helpdesk on Human Security and Humanitarian Assistance (2020) 'Conflict Sensitivity Assessment of UNDP's Regional PVE Project'

Internal project appraisal documents and assessments of project reports from SIDA and Government of the Netherlands

PVE-ODA Toolkit from Government of the Netherlands (2018)

Other Documents

Glazzard, A. and Zeuthen, M.. February 2016. Violent extremism. GSDRC Professional Development Reading Pack no. 34. Birmingham, UK: University of Birmingham. https://gsdrc.org/wp-content/uploads/2016/02/Violent-extremism_RP.pdf

ANNEX 3: LIST OF INTERVIEWS

Affiliation	Name	Country/Title/Function
UNDP Regional	Nirina Kiplagat	Regional Peacebuilding Advisor, RSCA
	Rawhi Afaghani	Conflict Prevention and Peacebuilding Building Programme Advisor, RBAS
	Mohammed Al-Qussari	PVE Programme Specialist (Africa and Arab States)
	Annelore Beukema	Former PVE Programme Specialist
	Tomas Kral	PVE Project Specialist
	Simon Ridley	Nigeria, Justice Human Rights and Peacebuilding Advisor (former Regional PVE Project team member)
	Mohamed Yahya	Nigeria, Resident Representative (former Regional Coordinator)
	Roselyn Akombe	RSCA Governance Team Leader
	Carol Flore-Smereczniak	(former) Chad Resident Representative and Current Cote D'Ivoire Resident Representative
	Melody Azinim	Ghana, Peace, and Governance Analyst
	Chukwuma Ume	Nigeria, National PVE Expert
	Nadja Wuensche	Somalia, PVE Project Specialist
	Khalid Eltahir	Sudan, M&E Analyst
	Joyce Deloge	Tanzania, PVE Project Technical Specialist
	Gamaliel Sunu	Tanzania (Tanga) PVE Project Staff
	Malin Herwig	Former Director a.i and former Programme Advisor for Arab States
	Simon Finley	PVE Research Advisor
	Lacina Barro	Spécialiste Résilience et Stabilisation, Tchad
	Carol Flore	ex Resident Representative, Chad
	Henri Mashagiro	Chief of UNDP regional office of Mopti (Mali)

	Benedict Storm	Programme analyst - governance section, UNDP, Mali
UNDP Oslo Governance Centre	Gitte Nordentoft	Programme Specialist
UNDP HQ	Glaucia Boyer	DDR focal point
International Partners (CSO/Think Tank/Research Institutions)	Kim Toogood	International Alert
	Ilwad Elman	Somalia, ELMAN, Director
	Alaa Tartir	Small Arms Survey, Project Lead
	Mohammed Jamal Eldeen	Director of SNCCT, Sudan
	Pascal Djeumeugued	Chair, Observatoire de l'extrémisme violent et des droits de l'Homme, Cameroon
Development Partner	Monique Korzelius	Netherlands, former Regional Security Advisor
	Vincent Roza	Netherlands, Ministry of Foreign Affairs
	Emma Sandahl	Sweden, Programme Specialist Human Security
	Ulla Andrén	Sweden, Head of Regional Development Cooperation in Africa
Beneficiaries	Sebastian Masanja	Tanga, Tanzania
	Ndalaymi Appolos	Amchide, Cameroon
	Hadija Guetali	Limani, close to Amchide, Cameroon
	Alexandre	Directeur de cabinet Gouverneur Bol, Chad
	Youssouf Mbami	Chefs canton de Bol, Chad
Regional Institutions	Esther Daramola	ECOWAS, Analyst of Early Warning Directorate
	Frederic Gateretse-Ngoga	Africa Union Commission, Head of Conflict Prevention
	Habib Kambanga	SADC, Head of Regional Early Warning Centre

ANNEX 4: EVALUATION INSTRUMENTS
SEMI-STRUCTURED INTERVIEW GUIDE AND QUESTIONS

The introduction and consent note introduce the evaluators, the evaluation, and methods to participants in the evaluation to gather the explicit consent of people with participating in the evaluation. The evaluators will recite the following to all prospective interviewees and get their explicit oral consent to participate.

Introduction and Informed Consent

Thank you for talking with me today.

My name is _____. I am working independently for the United Nations to conduct an evaluation of the work conducted by UNDP and its partners through the Preventing and Responding to Violent Extremism: A Development Approach project. The goal of the review is to learn about what has been accomplished in the region through the project, what has worked well, and what has not worked as well. Lessons from this review will used to help the UNDP and its partners in future work around the world.

The information collected today will only be used for the review. We will not use this information in a way that identifies you as an individual in the report.

I would also like to clarify that this interview is entirely voluntary and that you have the right to withdraw from interview at any point without consequence.

We hope to learn from you from your knowledge and experience with the project and its activities. Are you willing to participate in this study? [Ensure that participant(s) verbally agree to participate]

Do you have any questions for me before we begin with a short list of questions to learn about the ways that you or your organisation may have worked with the project?

INTERVIEW QUESTIONS

[NOTE THAT NOT ALL QUESTIONS WILL BE ASKED TO IN ALL INTERVIEWS; INTERVIEWS WILL FOCUS ON THE AREAS AND QUESTIONS MOST RELEVANT TO INFORMANT'S KNOWLEDGE AND EXPERIENCE WITH THE REGIONAL PVE PROJECT]

Relevance

How and to what extent has the Regional PVE project responded to change in the countries and region?

How and to what extent has the project contributes RSCA programme outcomes?

Were and how were lessons learned from other projects used in designing the project?

How relevant was the framework presented in the ProDoc to initiating and implementing initiatives?

Do you see interventions on the regional, country, or community level as more relevant in PVE? Why?

Did project initiatives adequately address the most important VE challenges at the regional level? Why or why not?

Did project initiatives adequately address the most important VE challenges at the country level? Why or why not?

Did project initiatives adequately address the most important VE challenges at the community level? Why or why not?

Do you see the project's research as relevant? Why or why not?

What country-level PVE project do you see as most relevant? What makes it more relevant than others?

How did the Regional PVE project support the relevance or quality of this country-level project?

What factors limited the quality and relevance of country-level and regional-level interventions?

Which of these levels do you think UNDP's Regional PVE project has had the most added value? Why?

How has the Regional PVE Project operationalized a 'whole-of-government' approach?

How has the Regional PVE Project operationalized a 'whole-of-society" approach?

How has the Regional PVE Project been relevant in addressing human rights violations?

How has the Regional PVE Project addressed the complexity of female roles with VE-groups?

How has the project supported gender equality?

Do you see UNDP's engagement in PVE in Africa as strategic? Why or why not?

Does UNDP have a comparative advantage in PVE? If so, what is this advantage?

Are there different approaches to PVE not taken by the Regional PVE Project that you assess as more promising than the initiatives taken by the project? If so, what are these more promising approaches?

Was the Results Framework adequate to capture the results of the project? Why or why not?

Effectiveness

How has the project contributed to the regional programme's outcomes and outputs?

How has the project contributed to the UNDP strategic plan and the SDGs?

How has the project contributed to national development priorities?

To what extent would you say the project's output 1 "National PVE coordination and capacities are developed and linked to regional strategies" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 2 "Criminal justice systems, human rights organizations and communities are able to prevent and address violent extremism" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 3 "Members of extremist groups are disengaged from extremist groups and reintegrated into communities" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 4 "At risk' youths and vulnerable people in hot-spot areas benefit from livelihood initiatives" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 5 "Violent narratives and extremist propaganda are countered" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 6 "Religious institutions have the capacity to prevent and respond to violent extremism" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 7 "Women are empowered to play a leading role in prevention and response to violent extremism" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 8 "Regional and national policies and programming are informed by research and analysis on violent extremism" has been achieved? What factors contributed to this level of achievement and its limits?

To what extent would you say the project's output 9 "Regional and sub-regional entities are coordinated and enabled to prevent and address violent extremism" has been achieved? What factors contributed to this level of achievement and its limits?

What areas would you say the project has the greatest achievements?

What factors led to this area having the greatest achievements?

How can the project best build or expand on these achievements?

What areas would you say the project has the fewest achievements?

What factors led to this area having the fewest achievements?

How can or could these factors be overcome?

How has the project responded to the needs of regional constituents and changing partner priorities? Have these responses been adequate?

Has project support for country-level outputs led to (regional) outcome-level progress? How?

Has support to RECs and the AU cascaded into national- and community-level PVE efforts? How?

How has project management and technical support impacted activities at country- and community-levels?

To what extent have marginalized groups at-risk of violent extremism benefited from interventions?

How has the project used CSO-driven approaches to PVE at the community level?

Have these approaches adequately addressed community needs?

To what extent has South-South cooperation (peer-to-peer learning) contributed to project results?

To what extent has knowledge management contributed to project results?

How effective would you say the Project has been in leading global, innovative approaches on PVE?

What programme areas in PVE do you see as the most relevant and strategic for UNDP to consider going forward?

Efficiency

How and how much did women, men, people with disabilities, youth and marginalized groups directly benefit from the project's activities?

Was the M&E framework suitable for monitoring and supporting project implementation?

Was the project management structure efficient in generating the expected results? Why or why not?

Would you say the project implementation strategy and execution been efficient and cost-effective? Why or why not?

Has the project used resources economically? Why or why not?

Did monitoring systems provide management with data that allowed learning and adjustments om implementation?

To what extent have regionally-commissioned research and tools informed interventions?

How could research and tools be used to greater effect going forward?

What have partnerships with development partners and civil society organizations done to support project successes?

Have challenges affected the project's partnerships? If so, how might partnerships be improved?

Are there financial resources available to sustain project benefits?

Which project activities and outputs are likely to be sustained?

Why are these activities and outputs sustainable?

Are there social or political risks that challenge sustainability? What are these risks?

Does – and if so how does – the project's operational framework support or limit the sustainability of project activities and outputs?

In your view, is stakeholder ownership sufficient to support the sustainability of project benefits after 2021?

What mechanisms, procedures and policies do you know of to enable stakeholders to carry forward the results of the project?

Do you think these mechanisms will carry forward the results attained on gender equality, empowerment of women, human rights, and human development?

Evaluation Cross-Cutting Issues

Human Rights

How has the Regional PVE Project incorporated a human rights-based approach (HRBA) into its design and implementation?

How can the incorporation of a human-rights based approach in the project be improved going forward?

How and to what extent have disadvantaged and marginalized groups benefited from the work of the Project?

How – and how effective - has the Project been in advocacy to address human rights violations by state security actors as a proven trigger factor in radicalization to VE?

Gender equality

How – and to what extent- has gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?

How and to what extent has the project promoted positive changes in gender equality and empowered women, girls, and youth as agents for PVE?

Were there any unintended effects from these GEWE efforts? If so, what were these unintended effects?

How has the Project addressed the complex, multiple roles that women and girls can take vis-à-vis VE-groups?

Conflict Sensitivity

How and to what extent has conflict sensitivity been incorporated into the design, implementation, and monitoring of the project?

Recommendations

What would you recommend based on your experience with the regional project for future regional UNDP work on PVE across Africa?