

# Planning for Prevention

## A Framework to Develop and Evaluate National Action Plans to Prevent and Counter Violent Extremism

This policy brief establishes a framework to develop and evaluate National Action Plans (NAPs) on preventing and countering violent extremism (P/CVE). Based on the key good practice components identified in the international literature on NAPs across policy fields ranging from sustainable development to tuberculosis control, this framework aims to improve approaches to P/CVE strategic planning by national authorities. This framework may enable a range of stakeholders to better assess the strengths and weaknesses of new or existing P/CVE NAPs, as well as provide basic guidelines to support and further improve their development, implementation, monitoring, and evaluation.

### **NATIONAL ACTION PLANS (NAPs)**

In December 2015, the UN Secretary-General's plan of action on preventing violent extremism encouraged member states to "consider developing a national plan of action to prevent violent extremism which sets national priorities for addressing the local drivers of violent extremism."<sup>1</sup> The document urges "the need to take a more comprehensive approach which encompasses not only ongoing, essential security-based counter-terrorism measures, but also systematic preventive measures which directly address the drivers of violent extremism that have given rise to the emergence of these new and more virulent groups."<sup>2</sup>

There has been a recent surge in the development and adoption of P/CVE NAPs by countries seeking to formalize new or strengthen existing national approaches, to complement existing counterterrorism strategies where those exist, and to promote P/CVE strategies at a regional or international level, including within the United Nations. P/CVE NAPs vary in structure, objectives, participating actors, and their alignment with other national priorities. They can be informed by a wide range of interests and reflect diverse perceptions of the threat posed by violent extremism. In turn, the required policy and programmatic responses they offer to address

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1 UN General Assembly, *Plan of Action to Prevent Violent Extremism: Report of the Secretary-General*, A/70/674, 24 December 2015, para. 44.

2 *Ibid.*, para. 6.

this challenge can vary significantly from country to country.<sup>3</sup>

The increase in the development and formal adoption of P/CVE NAPs by countries, the heightened attention they are receiving in multilateral circles, and the pace with which these plans are created and adopted has resulted in certain observers scrutinizing the extent to which existing national strategic policy planning documents are meaningful and sufficiently inclusive tools on this sensitive policy agenda.<sup>4</sup> Meanwhile, NAP advocates consider them to be vital frameworks needed to effectively address the challenge of violent extremism within communities, moving away from previous one-size-fits-all, security sector–led approaches to a complex and evolving challenge.<sup>5</sup>

## EVALUATING NAPs

Comparatively little attention has been paid to reviewing the relative strengths and weaknesses of P/CVE NAPs.<sup>6</sup> Despite a growing body of international expertise available to support countries through the processes of developing P/CVE NAPs,<sup>7</sup> few international guidelines are available for reviewing the strengths of these strategic planning products and core components of these documents once countries adopt them as their national “whole-of-society” approach. This is despite a growing concern among some stakeholders that P/CVE NAPs resemble “paper

exercises,” prepared by planners that have a “cut-and-paste mentality.”<sup>8</sup>

To enable evaluation and optimization of their P/CVE NAPs, countries must make these outputs widely and publicly available for independent external review and analysis (not all countries have done so). Moreover, P/CVE planners must go beyond outlining a series of national priorities, actions, and measures to be adopted in their NAPs (e.g., youth engagement, establishment of counternarrative campaigns) and reflect on the necessary components of the plan that can demonstrate whether underlying strategic planning processes have actually occurred and that can influence the likelihood of successful plan implementation.

Indeed, the composition of a P/CVE NAP should reflect and demonstrate the overall integrity, validity, and inclusivity of the processes that led to its development, design, and adoption. For example, how were the P/CVE priorities and actions identified? Who was consulted in the process, how, and why? How do the P/CVE actions and priorities address the challenges identified, and how are they connected to strategic objectives? Who is responsible for overall coordination, and what are the roles and responsibilities in implementation? How much funding will be allocated or future funding secured to implement these P/CVE actions?

3 For a P/CVE NAP list, see Appendix.

4 For example, see Prevention Project, “Ensuring an Inclusive Approach to the Development and Implementation of National P/CVE Action Plans: The Role of Civil Society”; Meeting Summary,” January 2018, [http://www.organizingagainstve.org/wp-content/uploads/2018/01/Meeting-Summary\\_Ensuring-an-Inclusive-Approach-to-the-Development-and-Implementation-of-NAPs.pdf](http://www.organizingagainstve.org/wp-content/uploads/2018/01/Meeting-Summary_Ensuring-an-Inclusive-Approach-to-the-Development-and-Implementation-of-NAPs.pdf).

5 See “PCVE National Action Plans Task Force: Supporting Strategic Efforts to Prevent and Counter Violent Extremism,” Hedayah, the International Center of Excellence for CVE, and the Global Center on Cooperative Security, n.d., <http://www.globalcenter.org/wp-content/uploads/2018/04/PCVE-National-Action-Plan-Task-Force-1.5.pdf>.

6 For one such analysis, see Rosalie Fransen, “National Action Plans on Preventing Violent Extremism: A Gendered Content Analysis,” International Civil Society Action Network, Fall 2017, <http://www.icanpeacework.org/wp-content/uploads/2017/09/GSX-2017-PVE-NAPs-Analysis-1.pdf>. See also European Forum for Urban Security, “The Role of Local Authorities in European National Strategies Against Radicalisation,” 2016, [http://www.cep-probation.org/wp-content/uploads/The-role-of-local-authorities-in-national-strategies\\_Efus\\_EN.pdf](http://www.cep-probation.org/wp-content/uploads/The-role-of-local-authorities-in-national-strategies_Efus_EN.pdf).

7 Hedayah, the International Center of Excellence for Countering Violent Extremism, “Guidelines and Good Practices: Developing National P/CVE Strategies and Action Plans,” September 2016, <http://www.hedayahcenter.org/Admin/Content/File-1792016192156.pdf>. For practices in local-level action plan development, see Magnus Ranstorp, “Developing a Local Prevent Framework and Guiding Principles,” RAN Policy Paper, November 2016, [https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/networks/radicalisation\\_awareness\\_network/ran-papers/docs/policy\\_paper\\_developing\\_local\\_prevent\\_framework\\_guiding\\_112016\\_en.pdf](https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/networks/radicalisation_awareness_network/ran-papers/docs/policy_paper_developing_local_prevent_framework_guiding_112016_en.pdf).

8 See Prevention Project, “Ensuring an Inclusive Approach to the Development and Implementation of National P/CVE Action Plans.”

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How will monitoring and evaluation be undertaken?

Although not specific to the P/CVE field, other fields of policy have identified these questions as critical to achieving meaningful, long-term impact and determined the true power of strategic planning processes in contributing to successful policy outcomes. As P/CVE NAPs proliferate, it is important to take stock of the components that are considered good practices in the development of NAPs in different fields and review how these may contribute to the development and evaluation of P/CVE NAPs that are emerging across countries, while further informing the wider debate on the value of strategic planning implemented by countries to prevent and counter violent extremism.

## NAP COMPONENTS

Countries develop and adopt NAPs as a tool of national-level policy planning on a range of issues. This research seeks to learn from other fields of NAP development in order to identify a series of transferable components of NAPs across a diversity of policy agendas, which may help to inform a framework to support the development and evaluation of P/CVE NAPs. It is important to move beyond the P/CVE field to learn from approaches to NAP design, development, implementation, and evaluation in other fields of policy that have a longer genesis and knowledge accumulation and have made their good practices publicly available. Such a framework may be valuable to different audiences for different reasons.

## TARGET AUDIENCE AND POTENTIAL USE OF FRAMEWORK

- **Policy Planners:** Inform the development of CVE NAPs to achieve more meaningful change and impact on the P/CVE agenda;
- **International Organizations:** Inform assessments of how countries are translating multilateral commitments and principles into P/CVE NAPs;
- **Funders:** Inform decisions about the scope and focus of P/CVE funding contributions by international donors in line with P/CVE NAPs; and
- **Communities and Civil Society:** Inform greater involvement in the planning, implementation, monitoring, and evaluation of P/CVE NAPs.

NAPs continue to be used as a basis for improving the overall strategic approach of countries to long-standing, new, or emerging policy challenges, including cybersecurity; climate change education; waste management; women, peace, and security; and antimicrobial resistance. As a result, a range of guidance documents, handbooks, and frameworks have been prepared over decades by a variety of international institutions, think tanks, and governmental agencies putting forward a series of practices to be considered by policymakers in developing NAPs. A total of 28 documents were selected for review for the development of the framework, covering a range of policy agendas.<sup>9</sup>

- Women, peace, and security<sup>10</sup>
- Transport, health, and environment
- Tuberculosis control

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<sup>9</sup> A more extensive coverage of the literature, including the fields of commercial strategy development and strategic theories, was beyond the remit of this study.

<sup>10</sup> The women, peace, and security agenda as outlined in UN Security Council Resolution 1325 may contain the largest number of NAPs. Seventy-three UN member states have produced NAPs to address this agenda. See Women's International League of Peace and Freedom, "National Action Plans for the Implementation of UNSCR 1325 on Women, Peace, and Security," <http://www.peacewomen.org/member-states> (accessed 21 March 2018).

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- Antimicrobial resistance
  - Mercury in artisanal mining
  - Anticorruption
  - Sustainable development
  - Statistics development
  - Cybersecurity
  - National security
  - Anti-human trafficking
  - Counterterrorism
  - Human rights
  - Business and human rights
  - Anti-violence against women
  - Waste management
  - Plant genetic resources
  - Pesticide use
  - Youth employment
  - Anti-racial discrimination
  - Children's rights in business and human rights
  - Climate change education
  - Human rights of lesbian, gay, bisexual, transgender, and intersex people

P/CVE NAP framework rests on the assumption that components may be relevant and considered within P/CVE NAPs if these are identified across other areas of national strategic planning.

The content included in these documents was reviewed, and information was cross-referenced and clustered to sort the most common practices into components. This resulted in 15 components identified across the available literature related to NAPs in a variety of other policy agendas.<sup>11</sup> The descriptions provided for each of the components were inferred from the literature and are far from exhaustive, and these components likely will be considered relevant and identified by other means. The presentation of the final components of the

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<sup>11</sup> Several documents referenced other features and good practices of NAPs but were often related to a single specific policy domain and not included in this framework. A level of overlap between domains also became apparent in the clustering process, for example “monitoring” and “evaluation” as individual versus combined components. As a result, some of the material could not be sorted neatly into one domain, and there is a degree of subjectivity in the clustering process.

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## COMPONENTS OF NAP FRAMEWORK

This section provides a breakdown of key criteria for each of the 15 components, organized to address relevance and use. Due to the brevity of the items listed under each category, much of the good practice and practical considerations of effective strategic-planning processes are not listed in detail.

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### THE NAP INCLUDES A PROBLEM DEFINITION

A definition of the problem the plan seeks to address, describing the problem in the environment where the plan is to be implemented and an analysis of the factors that relate to the problem.<sup>12</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"><li>Builds consensus around the need for a national strategic response</li></ul>	<ul style="list-style-type: none"><li>What are the results of the threat, risk, or vulnerability assessment processes?</li></ul>
<ul style="list-style-type: none"><li>Establishes knowledge of the drivers and causes of an issue</li></ul>	<ul style="list-style-type: none"><li>How were these conducted and by whom?</li></ul>
<ul style="list-style-type: none"><li>Clarifies the nature of the problem across sectors, areas, and groups</li></ul>	<ul style="list-style-type: none"><li>How is the problem defined?</li></ul>
<ul style="list-style-type: none"><li>Clarifies the extent and scale of the problem across sectors, areas, and groups</li></ul>	<ul style="list-style-type: none"><li>What are the trends, profiles, or forms of the problem?</li></ul>
<ul style="list-style-type: none"><li>Enables the plan to focus and prioritize</li></ul>	<ul style="list-style-type: none"><li>What is the nature and scale of the problem?</li></ul>
<ul style="list-style-type: none"><li>Provides baselines against which progress can be measured</li></ul>	<ul style="list-style-type: none"><li>What are the impacts and types of harm caused by the problem?</li></ul>
	<ul style="list-style-type: none"><li>What groups and sectors are affected by the problem?</li></ul>
	<ul style="list-style-type: none"><li>What is the context in which the plan is to be implemented?</li></ul>

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<sup>12</sup> For example, see UN Women, “Good Practices in National Action Plans on Violence Against Women: Report of the Expert Group Meeting,” n.d., pp. 8–14, [http://www.un.org/womenwatch/daw/vaw/egm/nap2010/MF\\_FINAL\\_FINAL\\_23\\_May.pdf](http://www.un.org/womenwatch/daw/vaw/egm/nap2010/MF_FINAL_FINAL_23_May.pdf) (meeting held 13–15 September 2010); UN Office on Drugs and Crime, “National Anti-Corruption Strategies: A Practical Guide for Development and Implementation,” September 2015, pp. 13–23, [https://www.unodc.org/documents/corruption/Publications/2015/National\\_Anti-Corruption\\_Strategies\\_-\\_A\\_Practical\\_Guide\\_for\\_Development\\_and\\_Implementation\\_E.pdf](https://www.unodc.org/documents/corruption/Publications/2015/National_Anti-Corruption_Strategies_-_A_Practical_Guide_for_Development_and_Implementation_E.pdf).



## THE NAP INCLUDES A SITUATIONAL ANALYSIS

An analysis of the implementational context to identify prior achievements, opportunities, needs, and obstacles that situate the plan, reflecting on the current state of the thematic domain, resources, capacities, expertise, and more.<sup>13</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Supports the identification of needs, priorities, and goals</li> </ul>	<ul style="list-style-type: none"> <li>What are the results of the national situational analysis?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies resources that are available to support programming</li> </ul>	<ul style="list-style-type: none"> <li>How was the situational analysis conducted and by whom?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies factors that may limit development and implementation</li> </ul>	<ul style="list-style-type: none"> <li>What are the previous activities relevant to the issue?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies critical capacity issues early in the process</li> </ul>	<ul style="list-style-type: none"> <li>What are the identified gaps and needs?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies deficits that may hinder the planning and development process</li> </ul>	<ul style="list-style-type: none"> <li>What are the identified challenges, limitations, and constraints?</li> </ul>
<ul style="list-style-type: none"> <li>Supports establishment of realistic goals given capacity and resource provisions</li> </ul>	<ul style="list-style-type: none"> <li>What are the available capacities, resources, and systems?</li> </ul>
<ul style="list-style-type: none"> <li>Supports allocation of funding, resources, roles, and responsibilities for implementation</li> </ul>	<ul style="list-style-type: none"> <li>What is the state of knowledge on the issue, and what are the knowledge gaps?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies challenges to development and implementation of the plan</li> </ul>	

<sup>13</sup> For example, see UN Environment Programme, “Guidelines for National Waste Management Strategies: Moving From Challenges to Opportunities,” 2013, pp. 78–79, [http://cwm.unitar.org/national-profiles/publications/cw/wm/UNEP\\_UNITAR\\_NWMS\\_English.pdf](http://cwm.unitar.org/national-profiles/publications/cw/wm/UNEP_UNITAR_NWMS_English.pdf); West Africa Network for Peacebuilding (WANEP), “Development and Implementation of National Action Plans on UNSCR 1325 and Related Resolutions: A Guideline,” 2012, pp. 14–15, [http://www.wanep.org/wanep/files/pub/1325\\_guideline/1325\\_guideline\\_en.pdf](http://www.wanep.org/wanep/files/pub/1325_guideline/1325_guideline_en.pdf).



## THE NAP INCLUDES A STAKEHOLDER MAPPING PROCESS

An overview of the identified relevant stakeholders operating in the country on the issue, as well as their areas of strategic focus and commitment period.<sup>14</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Identifies main stakeholders, interest groups, and gatekeepers</li> </ul>	<ul style="list-style-type: none"> <li>What are the results of the stakeholder mapping process?</li> </ul>
<ul style="list-style-type: none"> <li>Facilitates the process of assigning roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>How was the stakeholder mapping process conducted and by whom?</li> </ul>
<ul style="list-style-type: none"> <li>Contributes to an inclusive, well-rounded design process</li> </ul>	<ul style="list-style-type: none"> <li>Who are the stakeholders across levels of society (e.g., national, regional, and local)?</li> </ul>
<ul style="list-style-type: none"> <li>Supports identification of objectives and targets</li> </ul>	<ul style="list-style-type: none"> <li>Who are the stakeholders across sectors (e.g., governmental, private sector, and civil society)?</li> </ul>
<ul style="list-style-type: none"> <li>Supports identification of potential challenges to implementation</li> </ul>	<ul style="list-style-type: none"> <li>How and why are the identified stakeholders relevant to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Supports the development of meaningful relationships between stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>What is the extent of governmental and intersectoral collaboration on the issue?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies potential areas of cooperation</li> </ul>	<ul style="list-style-type: none"> <li>What are the ways identified stakeholders may contribute to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Reviews whether implementing actors are able to undertake the roles and responsibilities assigned</li> </ul>	
<ul style="list-style-type: none"> <li>Identifies potential sources of and gaps in expertise, experience, and funding</li> </ul>	

<sup>14</sup> For example, see World Health Organization (WHO), “Toolkit to Develop a National Strategic Plan for TB Prevention, Care and Control: Methodology on How to Develop a National Strategic Plan,” 2015, pp. 11–12, [http://apps.who.int/iris/bitstream/10665/153811/1/9789241507974\\_eng.pdf](http://apps.who.int/iris/bitstream/10665/153811/1/9789241507974_eng.pdf).



## THE NAP INCLUDES A CONSULTATION PROCESS

An overview of the systematic consultation process that includes the direct and meaningful participation of civil society organizations, communities, and other stakeholders.<sup>15</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Builds and sustains trust and confidence between different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>What are the results of the consultation process?</li> </ul>
<ul style="list-style-type: none"> <li>Mitigates against critical matters being decided before all relevant stakeholders are involved</li> </ul>	<ul style="list-style-type: none"> <li>How was the consultation process conducted and by whom?</li> </ul>
<ul style="list-style-type: none"> <li>Enables consideration of a broad range of opinions, interests, needs, and proposals</li> </ul>	<ul style="list-style-type: none"> <li>How has the plan been informed by a consultation process?</li> </ul>
<ul style="list-style-type: none"> <li>Ensures that different needs and priorities are appropriately reflected in the plan</li> </ul>	<ul style="list-style-type: none"> <li>How were the different actors able to contribute to the draft plan and through what means?</li> </ul>
<ul style="list-style-type: none"> <li>Increases the credibility of the plan and chances of widespread ownership</li> </ul>	<ul style="list-style-type: none"> <li>Who are the actors involved in the developmental and decision-making process?</li> </ul>
<ul style="list-style-type: none"> <li>Increases the likelihood of successful implementation of actions and activities</li> </ul>	<ul style="list-style-type: none"> <li>How does the plan explicitly or otherwise account for the views of those consulted?</li> </ul>
<ul style="list-style-type: none"> <li>Provides the basis for sustained coordination, monitoring, review, and evaluation of implementation</li> </ul>	<ul style="list-style-type: none"> <li>How have the inputs of a variety of stakeholders been incorporated into the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Ensures the plan is built on existing knowledge and expertise drawn from the whole of society</li> </ul>	

<sup>15</sup> For example, see UN Women, “Good Practices in National Action Plans on Violence Against Women.”



## THE NAP INCLUDES A LEGAL AND POLICY FRAMEWORK

A review of the legal and policy environment in which the plan is being developed and implemented, including the relevant laws, policies, regulations, and norms at local, national, regional, and international levels.<sup>16</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Builds understanding of the laws, policies, and norms that relate to the plan</li> </ul>	<ul style="list-style-type: none"> <li>What are the relevant policies and laws that relate to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies regulations and standards that may be relevant to plan objectives and activities</li> </ul>	<ul style="list-style-type: none"> <li>What is the political context in which the plan is being developed and implemented?</li> </ul>
<ul style="list-style-type: none"> <li>Assesses whether these support or potentially hinder the plan</li> </ul>	<ul style="list-style-type: none"> <li>Which existing policies may be linked to the plan and how?</li> </ul>
<ul style="list-style-type: none"> <li>Increases likelihood of plan “harmonization” with existing laws, policies, and other NAPs</li> </ul>	<ul style="list-style-type: none"> <li>What specific domestic legislation is relevant to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Supports a cross-governmental framework to plan development and implementation</li> </ul>	<ul style="list-style-type: none"> <li>What are the ways in which laws or policies may need to be updated?</li> </ul>
<ul style="list-style-type: none"> <li>Helps define objectives and activities consistent with existing laws and policies</li> </ul>	<ul style="list-style-type: none"> <li>What are the areas of complementarity with relevant existing national strategies?</li> </ul>
<ul style="list-style-type: none"> <li>Builds understanding of how such laws and policies might need to be developed or updated</li> </ul>	<ul style="list-style-type: none"> <li>What are the regional and international laws, policies, and norms relevant to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Details legal basis under which the plan is being developed and adopted</li> </ul>	

<sup>16</sup> For example, see Cathrine Bloch Poulsen-Hansen, Sara Blackwell, and Patrick Geary, “Children’s Rights in National Actions Plans (NAPs) on Business and Human Rights,” Danish Institute for Human Rights, International Corporate Accountability Roundtable, and UN Children’s Fund, 2015, p. 8, [https://www.unicef.org/csr/files/Childrens\\_Rights\\_in\\_NAPs\\_WEB\(1\).pdf](https://www.unicef.org/csr/files/Childrens_Rights_in_NAPs_WEB(1).pdf).



## THE NAP INCLUDES A POLITICAL COMMITMENT

A formal, high-level, and public commitment from the national and local levels of government to support the successful implementation of the plan.<sup>17</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Increases chances that legal, policy, or institutional changes required by the strategy can be affected</li> </ul>	<ul style="list-style-type: none"> <li>What is the nature and extent of political support for the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Increases chances that necessary resources are made available and mobilized</li> </ul>	<ul style="list-style-type: none"> <li>What formal political statements and commitments are related to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Generates a public profile for the plan and supports sustainability</li> </ul>	<ul style="list-style-type: none"> <li>What other political commitments at the national, regional, and local levels are related to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Helps to mobilize bureaucratic involvement and action more effectively</li> </ul>	<ul style="list-style-type: none"> <li>What are the responsibilities of governmental actors in developing and implementing the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Encourages commitment from a wide range of governmental stakeholders in the process</li> </ul>	<ul style="list-style-type: none"> <li>What other forms of commitment statements (e.g., ministerial directives) exist?</li> </ul>
<ul style="list-style-type: none"> <li>Supports coordination between governmental stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Which governmental actors (e.g., ministries and departments) support the plan?</li> </ul>

<sup>17</sup> For example, see UN Department for Economic and Social Affairs (UNDESA), “Guidance in Preparing a National Sustainable Development Strategy: Managing Sustainable Development in the New Millennium,” DESA/DSD/PC2/BP13, n.d., pp. 16–17, [http://www.un.org/esa/sustdev/publications/nsds\\_guidance.pdf](http://www.un.org/esa/sustdev/publications/nsds_guidance.pdf) (produced by a November 2001 forum).



## THE NAP INCLUDES A COORDINATION MECHANISM

A central, multisectoral mechanism established to oversee the drafting, development, and implementation of the plan, led by an institution or specifically created entity.<sup>18</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>○ Situates a source of authority for stakeholders for engagement and systematic communication</li> </ul>	<ul style="list-style-type: none"> <li>○ What central coordinator or institution has overall responsibility for the plan?</li> </ul>
<ul style="list-style-type: none"> <li>○ Supports the gathering of expertise and information to inform plan design and development</li> </ul>	<ul style="list-style-type: none"> <li>○ What established coordination mechanism exists to implement the plan?</li> </ul>
<ul style="list-style-type: none"> <li>○ Supports management of the plan, coordinating decision-making</li> </ul>	<ul style="list-style-type: none"> <li>○ What established steering or working group, committee, or task force has been developed?</li> </ul>
<ul style="list-style-type: none"> <li>○ Supports the inclusion of relevant stakeholders from various sectors and levels of society</li> </ul>	<ul style="list-style-type: none"> <li>○ How were any coordination mechanisms formed?</li> </ul>
<ul style="list-style-type: none"> <li>○ Structures systematic communication and engagement between relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>○ Who are the actors within the coordination mechanism, and why are they important?</li> </ul>
<ul style="list-style-type: none"> <li>○ Supports the process of assigning roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>○ How are decisions taken within the coordination mechanism?</li> </ul>
	<ul style="list-style-type: none"> <li>○ How is communication between actors structured within the mechanism?</li> </ul>

<sup>18</sup> For example, see Zsuzsanna Lippai and Angelic Young, “Creating National Action Plans: A Guide to Implementing Resolution 1325,” Inclusive Security, 2017, pp. 12–16, <https://www.inclusivesecurity.org/wp-content/uploads/2017/10/Inclusive-Security-Guide-to-Implementing-1325-national-action-plans.pdf>; EU Agency for Network and Information Security, “NCSS Good Practice Guide: Designing and Implementing National Cyber Security Strategies,” November 2016, pp. 17–18, [https://www.enisa.europa.eu/publications/ncss-good-practice-guide/at\\_download/fullReport](https://www.enisa.europa.eu/publications/ncss-good-practice-guide/at_download/fullReport).



## THE NAP INCLUDES OVERALL VISION AND GOALS

Long-term outcomes that are sought through the adoption of the plan and are shared by all stakeholders, enabling narrower objectives and activities to be targeted and oriented.<sup>19</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"><li>Describes the overall outcome of the plan desired by stakeholders</li></ul>	<ul style="list-style-type: none"><li>Why is the plan necessary?</li></ul>
<ul style="list-style-type: none"><li>Helps generate a shared understanding of success</li></ul>	<ul style="list-style-type: none"><li>What are the overall mission, vision, and goals of the plan?</li></ul>
<ul style="list-style-type: none"><li>Presents a clear, long-term vision for stakeholder commitment</li></ul>	<ul style="list-style-type: none"><li>What are the scope and time frame of the overall vision and goals?</li></ul>
<ul style="list-style-type: none"><li>Communicates the fundamental purpose of the plan to the public</li></ul>	<ul style="list-style-type: none"><li>How are the overall vision and goals connected to the problem and situational analysis?</li></ul>
<ul style="list-style-type: none"><li>Provides the basis for stakeholders to agree and set desired objectives and activities</li></ul>	<ul style="list-style-type: none"><li>How are the overall vision and goals connected to the aspirations of society?</li></ul>
<ul style="list-style-type: none"><li>Creates a sense of mission between stakeholders, supporting cooperation in development and implementation phases</li></ul>	<ul style="list-style-type: none"><li>What is the commitment from stakeholders to the overall vision and goals?</li></ul>
	<ul style="list-style-type: none"><li>What is the definition of success when the plan has been achieved?</li></ul>

<sup>19</sup> For example, see Food and Agriculture Organization of the United Nations (FAO), “Guidelines for Developing a National Strategy for Plant Genetic Resources for Food and Agriculture,” 2015, pp. 32–33, <http://www.fao.org/3/a-i4917e.pdf>.



## THE NAP INCLUDES A SERIES OF OBJECTIVES

A series of objectives that describe short- and medium-term outcomes the action plan is expected to achieve and that are necessary to achieve the overarching vision and goals.<sup>20</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Provides framework to understand if the goals are being reached</li> </ul>	<ul style="list-style-type: none"> <li>What are the objectives that relate to the overall vision and goals?</li> </ul>
<ul style="list-style-type: none"> <li>Channels the overall vision and goals of the plan into tangible and manageable pillars</li> </ul>	<ul style="list-style-type: none"> <li>How are these objectives connected to the diagnosis of the problem and the situational analysis?</li> </ul>
<ul style="list-style-type: none"> <li>Provides structure to the plan and focuses stakeholder prioritization</li> </ul>	<ul style="list-style-type: none"> <li>How are these objectives prioritized, and what rationale exists for such prioritization?</li> </ul>
<ul style="list-style-type: none"> <li>Provides the basis for setting targets that are measurable through performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>How were these objectives identified and defined?</li> </ul>
<ul style="list-style-type: none"> <li>Provides the basis for setting milestones for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Who are the main stakeholders represented by each objective?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to track and demonstrate progress of their work</li> </ul>	<ul style="list-style-type: none"> <li>What needs to be completed and achieved to support the realization of objectives?</li> </ul>
<ul style="list-style-type: none"> <li>Provides the basis for design of actions and interventions that relate to objectives</li> </ul>	<ul style="list-style-type: none"> <li>What performance indicators will measure the progress of each objective?</li> </ul>

<sup>20</sup> For example, see Christian Schweizer, Francesca Racioppi, and Leda Nemer, “Developing National Action Plans on Transport, Health and Environment: A Step-by-Step Manual for Policy-makers and Planners,” WHO, 2014, pp. 24–26, [http://www.euro.who.int/\\_\\_data/assets/pdf\\_file/0010/247168/Developing-national-action-plans-on-transport,-health-and-environment.pdf](http://www.euro.who.int/__data/assets/pdf_file/0010/247168/Developing-national-action-plans-on-transport,-health-and-environment.pdf); WHO, “Toolkit to Develop a National Strategic Plan for TB Prevention, Care and Control,” pp. 26–27.



## THE NAP INCLUDES A SERIES OF ACTIVITIES

A series of actions or interventions that are connected to specific objectives and that result in observable, measurable, and attributable outputs.<sup>21</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Outlines a set of current or planned actions to achieve specific objectives and priority areas</li> </ul>	<ul style="list-style-type: none"> <li>What series of actions and interventions are necessary to achieve specific objectives?</li> </ul>
<ul style="list-style-type: none"> <li>Provides stakeholders and the general public with tangible and measurable actions</li> </ul>	<ul style="list-style-type: none"> <li>How will individual actions and interventions contribute to specific objectives?</li> </ul>
<ul style="list-style-type: none"> <li>Fosters greater coherence between the vision and goals and the actual outcomes</li> </ul>	<ul style="list-style-type: none"> <li>How are the actions and interventions related to the problem definition?</li> </ul>
<ul style="list-style-type: none"> <li>Signals commitment from governmental and other stakeholders to achieve goals of the plan</li> </ul>	<ul style="list-style-type: none"> <li>How are the actions and interventions related to the situational analysis?</li> </ul>
<ul style="list-style-type: none"> <li>Provides stakeholders with specific primary and secondary roles, responsibilities, and tasks, enabling them to contribute to the implementation of the plan</li> </ul>	<ul style="list-style-type: none"> <li>How were the chosen actions and interventions identified and defined?</li> </ul>
<ul style="list-style-type: none"> <li>Provides stakeholders and the general public with expectations of the plan outputs and the time frame in which this will be achieved to monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Which governmental and nongovernmental stakeholders designed these actions and interventions?</li> </ul>
	<ul style="list-style-type: none"> <li>What are the key parameters for each action and intervention in the series, including objectives, main activities, subactivities, scope, and expected outcomes?</li> </ul>

21 For example, see WHO, FAO, and World Organisation for Animal Health, “Antimicrobial Resistance: A Manual for Developing National Action Plans,” February 2016, pp. 16–17, [http://apps.who.int/iris/bitstream/10665/204470/1/9789241549530\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/204470/1/9789241549530_eng.pdf?ua=1); WHO, “Toolkit to Develop a National Strategic Plan for TB Prevention, Care and Control,” pp. 27–30; FAO, “Guidelines for Developing a National Strategy for Plant Genetic Resources for Food and Agriculture,” p. 36.



## THE NAP INCLUDES RESOURCES AVAILABLE AND REQUIRED

A budget showing how financial and other resources will be obtained, allocated, and used in order to implement, monitor, and evaluate the plan.<sup>22</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Facilitates establishment of realistic objectives, actions, and interventions</li> </ul>	<ul style="list-style-type: none"> <li>What is the overall budget or a cost estimate allocated to the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Provides a transparent snapshot of the financial and other resources available</li> </ul>	<ul style="list-style-type: none"> <li>What amount of financial and other resources is available for each objective and activity?</li> </ul>
<ul style="list-style-type: none"> <li>Supports the allocation of resources across activities and implementing stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>What amount of financial and other resources is required for each objective and activity?</li> </ul>
<ul style="list-style-type: none"> <li>Supports the identification of new potential sources of financial and in-kind support</li> </ul>	<ul style="list-style-type: none"> <li>How will resources be allocated, and which areas will be prioritized?</li> </ul>
<ul style="list-style-type: none"> <li>Identifies areas where further external investment, support, and expertise may be required</li> </ul>	<ul style="list-style-type: none"> <li>What resource deficits exist, and how will investments be secured?</li> </ul>
<ul style="list-style-type: none"> <li>Supports strategic planning by identifying the consistency and regularity with which these resources are available over time</li> </ul>	<ul style="list-style-type: none"> <li>Who is responsible for handling and allocating resources?</li> </ul>
	<ul style="list-style-type: none"> <li>What and who are the various sources of these resources?</li> </ul>
	<ul style="list-style-type: none"> <li>What is the availability of these resources over time?</li> </ul>

<sup>22</sup> For example, see UNDESA, “Guidance in Preparing a National Sustainable Development Strategy,” pp. 27–29.



## THE NAP INCLUDES ROLES AND RESPONSIBILITIES

A breakdown of stakeholders responsible for implementing the actions or interventions of the plan and their respective tasks, duties, and reporting responsibilities for each activity or subactivity.<sup>23</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Contributes to ensuring that the division of tasks, roles, and responsibilities is transparent, clearly understood, and agreed by all actors involved</li> </ul>	<ul style="list-style-type: none"> <li>What are the different roles in the implementation of the activities and subactivities?</li> </ul>
<ul style="list-style-type: none"> <li>Provides a breakdown of the roles, responsibilities, and expectations relevant to each stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>Who are the actors responsible for each phase, activity, and subactivity?</li> </ul>
<ul style="list-style-type: none"> <li>Contributes to a clear framework for decision-making and communication</li> </ul>	<ul style="list-style-type: none"> <li>What are the roles, responsibilities, and expectations of each stakeholder?</li> </ul>
<ul style="list-style-type: none"> <li>Provides an outline of the working relationships between stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Which chains of command and delegation exist for each phase, activity, and subactivity?</li> </ul>
<ul style="list-style-type: none"> <li>Provides stakeholders with information on reporting and when this should be completed</li> </ul>	<ul style="list-style-type: none"> <li>What information do stakeholders have to report, to whom, and by when?</li> </ul>
<ul style="list-style-type: none"> <li>Makes roles and chains of responsibility visible to stakeholders and the general public, pertaining to accountability</li> </ul>	<ul style="list-style-type: none"> <li>What is the mechanism for decision-making and communication between implementers?</li> </ul>

<sup>23</sup> For example, see Achim Halpaap et al., “Guidance Note for Developing a National Climate Change Learning Strategy,” UN Institute for Training and Research, 2013, pp. 34–35, [https://www.unclearn.org/sites/default/files/inventory/guidance\\_note\\_-\\_eng.pdf](https://www.unclearn.org/sites/default/files/inventory/guidance_note_-_eng.pdf).



## THE NAP INCLUDES A WORK PLAN AND TIMETABLE

An outline connecting the plan's activities and subactivities with dates and the time frame of implementation.<sup>24</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Contributes to transparency by providing an accessible implementation structure</li> </ul>	<ul style="list-style-type: none"> <li>What is the work plan and timetable?</li> </ul>
<ul style="list-style-type: none"> <li>Provides a clear outline of short-, medium-, and long-term goals with time frames and completion dates</li> </ul>	<ul style="list-style-type: none"> <li>What is the overall timeline for implementation and completion?</li> </ul>
<ul style="list-style-type: none"> <li>Provides a description of each proposed activity and intervention and the location of implementation necessary to achieve the stated objectives of the plan</li> </ul>	<ul style="list-style-type: none"> <li>What is the breakdown of short-, medium-, and long-term objectives?</li> </ul>
<ul style="list-style-type: none"> <li>Provides a clear outline of roles and responsibilities for each activity, including lead agencies, supporting agencies, and wider stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Which specific activities are necessary to achieve the stated objectives and by when?</li> </ul>
<ul style="list-style-type: none"> <li>Provides information on the cost and source of financing for each proposed activity and intervention</li> </ul>	<ul style="list-style-type: none"> <li>What are the specific time frames and completion dates for each activity?</li> </ul>
<ul style="list-style-type: none"> <li>Provides information on the types and quantities of resources required for each proposed activity and intervention</li> </ul>	<ul style="list-style-type: none"> <li>Who are the responsible entities for each activity, and who are other relevant stakeholders?</li> </ul>
<ul style="list-style-type: none"> <li>Provides information on the processes and regulation of monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>What are the financial and other resources secured and required by each activity?</li> </ul>
	<ul style="list-style-type: none"> <li>What monitoring and evaluation mechanisms exist for each activity?</li> </ul>

<sup>24</sup> For example, see "Sample Template: National Action Plan on Antimicrobial Resistance," n.d., p. 12, <http://www.who.int/antimicrobial-resistance/national-action-plans/sample-template.pdf>.



## THE NAP INCLUDES AN APPROACH TO MONITORING RESULTS

A framework for the collection, review, analysis, and reporting of information related to the implementation of the plan using a variety of tools.<sup>25</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Allows the progress of activities to be continuously assessed</li> </ul>	<ul style="list-style-type: none"> <li>Who is responsible for monitoring overall progress?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to track actual activities against the plan's proposals</li> </ul>	<ul style="list-style-type: none"> <li>What is the process and framework for monitoring implementation?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to track actual expenditures against budget details</li> </ul>	<ul style="list-style-type: none"> <li>What appropriate qualitative and quantitative indicators are specified?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to determine whether the plan is on schedule</li> </ul>	<ul style="list-style-type: none"> <li>What are the suggested baseline figures for each indicator?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to track inputs and outputs to identify gaps and reallocate where necessary</li> </ul>	<ul style="list-style-type: none"> <li>What are the targets against which to review and assess progress over time?</li> </ul>
<ul style="list-style-type: none"> <li>Provides ongoing stakeholder feedback to identify concerns and needs pertaining to accountability and implementation challenges</li> </ul>	<ul style="list-style-type: none"> <li>What tools and methods are necessary or available to measure specific indicators?</li> </ul>
<ul style="list-style-type: none"> <li>Commits the government to reporting on activities pertaining to transparency and credibility</li> </ul>	<ul style="list-style-type: none"> <li>What are the reporting and data collection methods and processes?</li> </ul>
<ul style="list-style-type: none"> <li>Supports the identification of ongoing and potential challenges that may hinder implementation</li> </ul>	<ul style="list-style-type: none"> <li>What is the frequency of data collection?</li> </ul>
<ul style="list-style-type: none"> <li>Holds stakeholders accountable to their commitments under the plan</li> </ul>	<ul style="list-style-type: none"> <li>What are the roles and responsibilities of civil society organizations, research organizations, and other community stakeholders in monitoring progress?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to alter the plan to address changes in needs and contextual factors in a transparent and informed manner</li> </ul>	

25 For example, see Lippai and Young, "Creating National Action Plans," pp. 26–27; WANEP, "Development and Implementation of National Action Plans on UNSCR 1325 and Related Resolutions," p. 20.



## THE NAP INCLUDES A FRAMEWORK FOR EVALUATING RESULTS

A framework for the systematic assessment of the results of planned, ongoing, or completed activities in relation to the stated outputs, outcomes, objectives, and goals outlined in the plan.<sup>26</sup>

IMPORTANCE	USE
<ul style="list-style-type: none"> <li>Supports stakeholders to track progress toward the overall vision and goals of the plan</li> </ul>	<ul style="list-style-type: none"> <li>What is the process and framework for evaluating the plan and its various components?</li> </ul>
<ul style="list-style-type: none"> <li>Enables stakeholders to observe which objectives have been achieved</li> </ul>	<ul style="list-style-type: none"> <li>Which indicators are identified as appropriate for measuring the success of specific activities and their contribution to higher-level qualitative and quantitative objectives?</li> </ul>
<ul style="list-style-type: none"> <li>Supports stakeholders to assess whether the results of activities are contributing toward the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>How can included indicators be compared to baseline figures?</li> </ul>
<ul style="list-style-type: none"> <li>Allows for the necessary determination on efficient use of resources</li> </ul>	<ul style="list-style-type: none"> <li>Who will undertake evaluations, what will be evaluated, and when?</li> </ul>
<ul style="list-style-type: none"> <li>Determines whether there are deficits or surpluses in resources</li> </ul>	<ul style="list-style-type: none"> <li>Will the evaluation be completed by evaluators internally and externally?</li> </ul>
<ul style="list-style-type: none"> <li>Provides basis for reassessing the allocation of resources</li> </ul>	<ul style="list-style-type: none"> <li>How will the results of the evaluation contribute to the redevelopment or updating of the plan?</li> </ul>
<ul style="list-style-type: none"> <li>Provides basis for reassessing the efficacy of coordination and cooperation mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>How will the results of the evaluation be communicated (accessibility, format, deadlines)?</li> </ul>
<ul style="list-style-type: none"> <li>Enables the determination of the sustainability of the plan</li> </ul>	
<ul style="list-style-type: none"> <li>Enables identification of new priority areas</li> </ul>	
<ul style="list-style-type: none"> <li>Provides basis to learn which activities and actions work effectively</li> </ul>	
<ul style="list-style-type: none"> <li>Informs the sharing of lessons learned with stakeholders and external actors</li> </ul>	

<sup>26</sup> For example, see Lippai and Young, “Creating National Action Plans,” p. 34; UN Women, “Good Practices in National Action Plans on Violence Against Women,” pp. 74–75.

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## APPLYING THE FRAMEWORK

The consideration of these components may lead to improved strategic P/CVE planning processes, given their inclusion across other areas of strategic policy planning. In addition, it is hoped that this framework may enable a range of stakeholders to better assess the strengths and weaknesses of new or existing P/CVE NAPs across countries, while contributing to the strengthening of individual country approaches to the development of new NAPs through the provision of basic guidelines. Moreover, this policy brief may provide a basis for further inquiry into international guidelines that might be adopted by countries in the development and formulation of their strategic P/CVE plans, and the research may be practically applied by several stakeholder groups.

### NATIONAL PLANNERS

This framework may support policy planners in the review and development of their own P/CVE NAPs. P/CVE NAPs are often produced by governments for government, and the processes of their development too often remain fundamentally political. Policy planners must ensure that their P/CVE NAPs represent meaningful tools of strategic policy planning, while trying to avoid their efforts resembling paper exercises used to satisfy the minimum requirements of national stakeholders and the international community. National governments should attempt to reconcile their own needs with evolving international guidance in the formulation of their NAPs and engage in a deep, robust, and inclusive development process with a range of different nongovernmental stakeholders, maximizing the chances of long-term change and impact.

### INTERNATIONAL ORGANIZATIONS

This framework may support multilateral organizations such as the United Nations,

European Union, and Global Counterterrorism Forum in their review of which countries are translating international norms and commitments into national action, as well as enable these entities to monitor how robustly countries are developing their P/CVE NAPs and provide them with the strategic guidance and support to do so. Alignment to international standards is possible only when multilateral organizations can review NAPs according to a set of common principles and components.

### FUNDERS

This framework may support funders to better inform the nature and scale of resources they make available to individual countries on P/CVE activities. Donors increasingly require that a P/CVE NAP be adopted before committing to further funding for interventions and actions in beneficiary countries. Such monitoring may strengthen donor confidence to invest further funding in programming within countries that can demonstrate their capacity to meaningfully incorporate investments in their existing plans. Such monitoring may also contribute to ensuring that activities funded by donors to prevent and counter violent extremism in individual countries are informed by local needs and realities, and that they build on available resources and prevent duplication of existing programming.

### COMMUNITIES AND CIVIL SOCIETY

This framework may support community groups in their advocacy to improve the inclusivity of strategic plans developed at the national level, further enabling communities to identify strengths and weaknesses in national approaches, while promoting their more meaningful inclusion in the development, implementation, monitoring, and evaluation of P/CVE NAPs. NAPs should be public documents; and the processes that informed their development should be made widely available in the plan or as addenda. This



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framework may assist civil society organizations to ask the right questions by providing the language and guidelines by which improved action and accountability of NAPs becomes possible, while working to ensure that such strategic plans enhance and promote their work in communities.

## **CONCLUSION**

This research aims to develop a framework to review and evaluate P/CVE NAPs. The presented

framework seeks to provide a more systematic approach of learning from good NAP practices and apply those practices to the design and development of NAPs to prevent and counter violent extremism. Based on the key components inferred from the literature from across a range of policy agendas, the proposed framework strives to improve approaches to P/CVE strategic planning at the national level by learning from NAP guidance available in other fields of policy.

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In addition to sources cited throughout this policy brief, the sources below provided examples and context for the creation of the framework.

- Alix Julia Boucher, “National Security Policies and Strategies: A Note on Current Practice,” Henry L. Stimson Center, 7 July 2009.
- Christin Ormhaug, “OSCE Study on National Action Plans on the Implementation of the United Nations Security Council Resolution 1325,” Organization for Security and Co-operation in Europe and the Peace Research Institute Oslo, 2014.
- Council of Europe, “National Action Plans as Effective Tools to Promote and Protect the Human Rights of LGTBI People,” June 2016.
- Gianni Rosas and Giovanna Rossignotti, “Guide for the Preparation of National Action Plans on Youth Employment,” International Labour Office, 2008.
- International Centre for Migration Policy Development, “Guidelines for the Development and Implementation of a Comprehensive National Anti-Trafficking Response,” 2006.
- International Institute for Justice and the Rule of Law, “Good Practices for Parliamentarians in Developing Effective Counter Terrorism Regimes,” n.d.
- Office of the UN High Commissioner for Human Rights, “Developing National Action Plans Against Racial Discrimination: A Practical Guide,” 2014.
- Office of the UN High Commissioner for Human Rights, *Handbook on National Human Rights Plans of Action*, HR/P/PT/10, 29 August 2002.
- Organisation for Economic Co-operation and Development, “Good Practices in the National Sustainable Development Strategies of OECD Countries,” 2006.
- PARIS21 Secretariat, “A Guide to Designing a National Strategy for the Development of Statistics (NSDS),” November 2004.
- Pesticide Action Network Europe, “NAP Best Practice; Sustainable Use of Pesticides: Implementing a National Action Plan,” n.d.
- UN Environment Programme, “Developing a National Action Plan to Reduce, and Where Feasible, Eliminate Mercury Use in Artisanal and Small Scale Gold Mining,” 17 August 2015.
- UN General Assembly, *Guidelines for National Plans of Action for Human Rights Education*, A/52/469/Add.1, 20 October 1997.
- UN Working Group on Business and Human Rights, “Guidance on National Action Plans on Business and Human Rights,” December 2014.

## APPENDIX: REFERENCE LIST OF COUNTRY STRATEGIES ON PREVENTING AND COUNTERING VIOLENT EXTREMISM

The tabulation below lists National Action Plans and national strategies developed by countries on preventing and countering violent extremism (P/CVE). Counterterrorism strategies are listed where they have been identified as including P/CVE-specific and P/CVE-related pillars. Although every effort has been made to capture existing plans and strategies, the list may not be comprehensive.

COUNTRY	YEAR	REFERENCE	SOURCE
Albania	2016	Council of Ministers, “Albanian National Strategy Countering Violent Extremism.”	<a href="https://www.rcc.int/p-cve/download/docs/Albanian%20National%20Strategy%20on%20Countering%20Violent%20Extremism.pdf/eca873b0e6bd733938a73f957471a75c.pdf">https://www.rcc.int/p-cve/download/docs/Albanian%20National%20Strategy%20on%20Countering%20Violent%20Extremism.pdf/eca873b0e6bd733938a73f957471a75c.pdf</a>
Belgium	2014	Council of Ministers of the Program for the Prevention of Violent Radicalization, “Belgian Federal Strategy against Violent Radicalization” (in French).	<a href="http://www.joellemilquet.be/wp-content/uploads/2014/06/1406-annexes.pdf">http://www.joellemilquet.be/wp-content/uploads/2014/06/1406-annexes.pdf</a>
Bulgaria	2015	Council of Ministers, “Strategy for Countering Radicalisation and Terrorism (2015–2020)” (in Bulgarian).	<a href="http://www.strategy.bg/FileHandler.ashx?fileId=6368">http://www.strategy.bg/FileHandler.ashx?fileId=6368</a>
Canada	2013	“Building Resilience Against Terrorism: Canada’s Counter-Terrorism Strategy.”	<a href="https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/rslnc-gnst-trrrsm/rslnc-gnst-trrrsm-eng.pdf">https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/rslnc-gnst-trrrsm/rslnc-gnst-trrrsm-eng.pdf</a>
Croatia	2012	“Action Plan for the Prevention and Suppression of Terrorism.”	<a href="https://narodne-novine.nn.hr/clanci/sluzbeni/2012_12_136_2887.html">https://narodne-novine.nn.hr/clanci/sluzbeni/2012_12_136_2887.html</a>
Czech Republic	2013	Ministry of the Interior, “Strategy of the Czech Republic for the Fight Against Terrorism From 2013 Onwards.”	<a href="http://www.mvcr.cz/cthh/soubor/nap-2013-en-pdf.aspx">www.mvcr.cz/cthh/soubor/nap-2013-en-pdf.aspx</a>
Denmark	2016	“Preventing and Countering Extremism and Radicalisation National Action Plan.”	<a href="https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/networks/radicalisation_awareness_network/docs/preventing_countering_extremism_radicalisation_en.pdf">https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/networks/radicalisation_awareness_network/docs/preventing_countering_extremism_radicalisation_en.pdf</a>
Finland	2016	Ministry of the Interior, “National Action Plan for the Prevention of Violent Radicalisation and Extremism.”	<a href="https://rm.coe.int/finnish-national-action-plan-for-the-prevention-of-violent-radicalisat/1680767bd4">https://rm.coe.int/finnish-national-action-plan-for-the-prevention-of-violent-radicalisat/1680767bd4</a>
France	2016	Office of the Prime Minister, “Action Plan Against Radicalisation and Terrorism” (in French).	<a href="https://www.interieur.gouv.fr/content/download/98525/773627/file/Plan-d-action-contre-la-radicalisation-et-le-terrorisme.pdf">https://www.interieur.gouv.fr/content/download/98525/773627/file/Plan-d-action-contre-la-radicalisation-et-le-terrorisme.pdf</a>
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Nigeria	2017	“Policy Framework and National Action Plan for Preventing and Countering Violent Extremism.”	<a href="http://ctc.gov.ng/pcve-nsa-book/">http://ctc.gov.ng/pcve-nsa-book/</a>
Norway	2014	Ministry of Justice and Public Security, “Action Plan Against Radicalisation and Violent Extremism.”	<a href="https://www.regjeringen.no/contentassets/6d84d5d6c6df47b38f5e2b989347fc49/action-plan-against-radicalisation-and-violent-extremism_2014.pdf">https://www.regjeringen.no/contentassets/6d84d5d6c6df47b38f5e2b989347fc49/action-plan-against-radicalisation-and-violent-extremism_2014.pdf</a>
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Note: n/a - not available.

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