MID-TERM
INDEPENDENT IN-DEPTH EVALUATION

STRIVE JUVENILE: PREVENTING AND RESPONDING TO VIOLENCE AGAINST CHILDREN BY TERRORIST AND VIOLENT EXTREMIST GROUPS

PART OF THE UNODC GLOBAL PROGRAMME TO END VIOLENCE AGAINST CHILDREN (UNODC GLOBAL PROGRAMME TO END VAC)
GLOZ43

December 2023
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This publication has not been formally edited.
CONTENTS

CONTENTS ........................................................................................................................................................................... iii
ABBREVIATIONS AND ACRONYMS ........................................................................................................................................ iv
MANAGEMENT RESPONSE .................................................................................................................................................. v
EXECUTIVE SUMMARY ........................................................................................................................................................ vii
SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS ........................................................................... xii

I. INTRODUCTION .................................................................................................................................................................. 1
   BACKGROUND AND CONTEXT ................................................................................................................................................. 1
   EVALUATION METHODOLOGY ............................................................................................................................................ 3
   LIMITATIONS TO THE EVALUATION .................................................................................................................................. 6

II. EVALUATION FINDINGS .......................................................................................................................................................... 7
   RELEVANCE ............................................................................................................................................................................... 7
   EFFICIENCY ............................................................................................................................................................................... 10
   COHERENCE ............................................................................................................................................................................. 13
   EFFECTIVENESS ....................................................................................................................................................................... 18
   IMPACT .................................................................................................................................................................................... 26
   SUSTAINABILITY ..................................................................................................................................................................... 29
   HUMAN RIGHTS, GENDER EQUALITY, DISABILITY INCLUSION AND LEAVING NO ONE BEHIND ........................................... 31

III. CONCLUSIONS ...................................................................................................................................................................... 34

IV. RECOMMENDATIONS .......................................................................................................................................................... 35

V. LESSONS LEARNED AND GOOD PRACTICES ...................................................................................................................... 38
   LESSONS LEARNED .................................................................................................................................................................. 38
   GOOD PRACTICES .................................................................................................................................................................... 38

ANNEX I: TERMS OF REFERENCE ............................................................................................................................................. 39
ANNEX II: EVALUATION MATRIX ............................................................................................................................................. 48
ANNEX III: EVALUATION TOOLS: INTERVIEW GUIDES AND ONLINE SURVEY ........................................................................ 58
ANNEX IV: DESK REVIEW LIST .................................................................................................................................................. 71
ANNEX V: STAKEHOLDERS CONTACTED DURING THE EVALUATION ...................................................................................... 73
ANNEX VI: PROJECT ORGANIZATION CHART ........................................................................................................................... 74
ANNEX VII: RECONSTRUCTED THEORY OF CHANGE ............................................................................................................. 75
ANNEX VIII: TRAINING COURSES DELIVERED BY STRIVE .................................................................................................. 76
# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation or Acronym</th>
<th>Full name/word</th>
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<tbody>
<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<tr>
<td>BNPT</td>
<td>Badan Nasional Penanggulangan Terorisme (National Counterterrorism Agency)</td>
<td>OM</td>
<td>Outcome Mapping</td>
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<tr>
<td>DOA</td>
<td>Description of Action</td>
<td>ONSA</td>
<td>Office of the National Security Adviser</td>
</tr>
<tr>
<td>DAC</td>
<td>Development Assistance Group</td>
<td>P/CVE</td>
<td>Preventing and Countering Violent Extremism</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
<td>PTSD</td>
<td>Post-Traumatic Stress Disorder</td>
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<tr>
<td>CYPA</td>
<td>Children and Young Persons Act</td>
<td>PWDs</td>
<td>Persons with disabilities</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
<td>QDA</td>
<td>Qualitative Data Analysis</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender-Based Violence</td>
<td>RAB</td>
<td>Research and Trend Analysis Branch</td>
</tr>
<tr>
<td>HJC</td>
<td>High Judicial Council</td>
<td>RAN-PE</td>
<td>Indonesian National Action Plan for Preventing and Countering Violent Extremism 2020-2024</td>
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<tr>
<td>HQ</td>
<td>Headquarters</td>
<td>ROSEAP</td>
<td>Regional Office for Southeast Asia and Pacific</td>
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<tr>
<td>IES</td>
<td>Independent Evaluation Section</td>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>IPCR</td>
<td>Institute for Peace and Conflict Resolution</td>
<td>SPIA</td>
<td>Strategic Planning and Inter-Agency Affairs Unit</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Investigation Centre</td>
<td>SRSG CAAC</td>
<td>Special Representative of the Secretary-General for Children and Armed Conflict</td>
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<tr>
<td>LPKA</td>
<td>Juvenile Special Rehabilitation Facility</td>
<td>SRSG/VAC</td>
<td>The Office of the Special Representative of the Secretary-General on Violence against Children</td>
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<tr>
<td>LPKS</td>
<td>Social Welfare organizing Institutions</td>
<td>STRIVE</td>
<td>Strengthening Resilience to Violent Extremism</td>
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<tr>
<td>MACR</td>
<td>Minimum Age of Criminal Responsibility</td>
<td>TOC</td>
<td>Theory of Change</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
<td>TOT</td>
<td>Training of Trainers</td>
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<td>MOJ</td>
<td>Ministry of Justice</td>
<td>TPB</td>
<td>Terrorism Prevention Branch</td>
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<tr>
<td>MOSA</td>
<td>Ministry of Social Affairs</td>
<td>UNCT</td>
<td>UN Country Team</td>
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<td>MSC</td>
<td>Most Significant Change</td>
<td>UNEG</td>
<td>United Nations Evaluation Group</td>
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<td>MTE</td>
<td>Mid Term Evaluation</td>
<td>UNHCR</td>
<td>The UN Refugee Agency</td>
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<tr>
<td>NPOs</td>
<td>National Project Officers</td>
<td>UNVs</td>
<td>UN Volunteers</td>
</tr>
<tr>
<td>NSA</td>
<td>National Security Advisory</td>
<td>UNODC</td>
<td>United Nations Office on Drugs and Crime</td>
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The project management team of the UNODC Global Programme to End Violence Against Children (GP ENDVAC) is delighted to respond to the mid-term independent in-depth Evaluation Report of the project “STRIVE Juvenile: Preventing and responding to violence against children by terrorist and violence extremist groups”.

The mid-term in-depth evaluation provides a welcome and timely opportunity for reflection on progress made through a highly complex project with strong potential for replication. Its findings will be used to inform planning and implementation of the project’s next phase; and to strengthen the capacity of UNODC to support Member States in preventing and responding to violence against children in the field of crime prevention and criminal justice.

We welcome the evaluation’s encouraging findings which indicate that STRIVE Juvenile is well-aligned to the priorities of national duty bearers and rights-holders including victims of child recruitment and exploitation by terrorist groups; makes efficient use of resources; is effective in championing a child rights-based approach to preventing and counteracting terrorism; and has the potential to effect long-lasting change.

We are pleased to accept the evaluation’s recommendations in full and look forward to building on the achievements reached by STRIVE Juvenile to maximise results.

### INDIVIDUAL RESPONSE

<table>
<thead>
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<th>Recommendations</th>
<th>Management Response</th>
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<tr>
<td>1. Replicate the project’s partnership approach leveraging on the strengths of evidence-based planning and the added-value of multi-stakeholder governance structures that are established in early phases of project initiation. Directed to: The Project Management Team - in coordination with the Terrorism Prevention Branch</td>
<td>Accepted</td>
</tr>
<tr>
<td>2. Take stock of the project’s community-driven interventions in Nigeria and Indonesia to inform replication and/or scalability in the context of criminal justice and terrorism prevention programming. Directed to: The Project Management Team</td>
<td>Accepted</td>
</tr>
<tr>
<td>3. Plan for the dissemination of STRIVE Juvenile knowledge outputs including research, operational guidance tools and training manuals, using where appropriate, relevant regional platforms and inter-governmental processes. Directed to: The Project Management Team – as part of the Crime Prevention and Criminal Justice Section</td>
<td>Accepted</td>
</tr>
<tr>
<td>4. Consider engaging CSOs at sub-national levels in Iraq where resilience interventions are yet to commence and in future similar projects to reinforce the prevention efforts. Directed to: The Project Management Team</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

1 This is just a short synopsis of the recommendation, please refer to the respective chapter in the main body of the report for the full recommendation.
5. Consider the incorporation of additional practical modalities in the delivery of training programmes on the treatment of children associated with terrorism or violent extremism as well as special modules on GBV and dealing with children with physical disabilities based on the analysis of the prevalence and requirements related to physical disabilities within this population.  
Directed to: The Project Management Team  
Accepted

6. Plan for sustainability of capacity building interventions earlier during project inception in similar projects to expand the scope of the benefits to a wider segment of practitioners.  
Directed to: The Project Management Team  
Accepted

7. Consider the inclusion of qualitative monitoring tools to capture the project’s non-quantifiable outcomes especially in the legal and policy space as well as its influence on children’s rehabilitation and reintegration practices.  
Directed to: The Project Management Team - in coordination with Strategic Planning and Inter-Agency Affairs Unit (SPIA)  
Accepted
EXECUTIVE SUMMARY

INTRODUCTION AND CONTEXT

PROJECT DESCRIPTION AND OBJECTIVES

“STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups” (hereinafter, STRIVE Juvenile) is a five-year global project (2021-2025) funded by the European Union (EU) and implemented by the Crime Prevention and Criminal Justice Section at UNODC Headquarters with country specific activities focusing on Indonesia, Iraq, and Nigeria. The project’s overall objective is to prevent and counter violent extremism affecting children, in full respect of human rights, gender equality and international law. Initially budgeted at 5.5 million Euros for 36 months, it was extended to 60 months with a total budget of 10.5 million Euros in response to the needs in Iraq, particularly for rehabilitating and reintegrating children detained for alleged association with terrorist groups. As a part of UNODC’s Global Programme to End Violence against Children, STRIVE Juvenile is structured along four pillars of interventions: research, legal and policy advice, capacity building, and the participation of children and their environments, all of which are articulated through four project outputs related to these pillars.

PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

The mid-term in-depth evaluation of the STRIVE Juvenile project was conducted from July to November 2023, focusing on the period from 1 January 2021 to 30 October 2023. The purpose of this mid-term evaluation is to assess achievements in relation to its relevance, efficiency, coherence, effectiveness, impact, and sustainability as well as human rights, gender equality, disability and leaving no one behind. The evaluation aligned with Indonesia and Nigeria concluding their interventions and Iraq in mid-implementation, aiming to identify effective strategies and areas for improvement in addressing violence against children in contexts of terrorism and violent extremism. Methodologically, the evaluation adopted a theory-based, mixed-methods approach, aligning with the UNEG norms and standards and UNODC evaluation policy, and adhering to the OECD DAC criteria along with principles of human rights, gender equality, and leave no one behind. The evaluation's framework was built around the theory of change (TOC) and logical framework. A combination of quantitative and qualitative data collection methods was employed, involving 208 participants (108 males, 98 females and 2 individuals with undisclosed gender). The evaluation heavily relied on primary data from direct stakeholder engagement – through 62 semi-structured interviews (42 males and 39 females), an online survey (59 males, 66 females and 2 individuals with undisclosed gender) and observations from site visits in Iraq, supplemented by a thorough analysis of secondary data. Data was coded and analyzed via a Qualitative Data Analysis software (Dedoose) enabling the team to categorize and identify recurring themes in line with the evaluation criteria.

MAIN FINDINGS PER EVALUATION CRITERIA

Relevance

STRIVE Juvenile aligns with both UNODC and strategic frameworks as well as EU frameworks and priorities for preventing and countering terrorism and child protection from crime and violence, and closely matches national strategic priorities and needs for assistance. It’s appreciated for its evidence-based, consultative approach and adaptability in addressing specific needs of each partner country. (Findings 1-4)

2 The STRIVE Juvenile project refers to children to indicate any individual below 18 years of age, as per Article 1 of the Convention on the Rights of the Child
Efficiency
STRIVE Juvenile demonstrated an efficient structure and staffing, aiding in effective implementation and strong national engagement. Although it successfully delivered outputs within budget and time constraints, the project faced challenges in administrative agility and lacked both a multi-stakeholder global governance mechanism and a results-based financial reporting system, as well as qualitative monitoring tools that could reflect progress towards outcomes, highlighting the project’s normative contributions. (Findings 4-8)

Coherence
STRIVE Juvenile effectively established partnerships at national and sub-national levels, enhancing alignment with national priorities and drawing positive feedback for inclusivity. It showcased synergies within UNODC and potential for broader impact in child protection, particularly in P/CVE contexts through regional inter-governmental processes, disseminating key resources/lessons from the project’s multi-country implementation. Collaborations with UN bodies, research institutions, CSOs, and youth groups were pivotal in expanding the project’s reach and impact, highlighting opportunities for future sustainability, and addressing capacity gaps in child rehabilitation and reintegration. (Findings 9-12)

Effectiveness
STRIVE Juvenile has made commendable strides, as evidenced by findings 13-18: It has successfully championed a child rights-based approach in preventing and countering terrorism, influencing a shift from punitive to rehabilitative measures. The project catalyzed legal reform discussions in Indonesia and political consensus in Nigeria around the ‘UNODC Roadmap on the Treatment of Children Associated with Terrorist and Violent Extremist Groups’ principles, promising reductions in punitive treatment – and increased focus on rehabilitation - of children associated with terrorist groups. It significantly boosted institutional capacity building across partner countries, though further refinement in training and technical assistance is needed. The children’s participation component, while limited in scope, introduced innovative community engagement methods, albeit with timing constraints. In Iraq, the delivery of equipment to social reformatories, including washing machines, supplies for vocational training in barbering, blacksmithing, and sewing, as well as sports and recreation equipment, TV screens, and air conditioning units observed inside the wards, was effective in enhancing conditions of detention and the treatment of detained juveniles. Despite various challenges, the project’s adaptability, bolstered by strong partnerships and UNODC’s effective management, facilitated meaningful progress.

Impact
STRIVE Juvenile demonstrates notable progress in areas with potential for long-lasting impact, such as producing knowledge assets, raising awareness of child protection in preventing and countering terrorism, fostering cross-sector coordination, and improving conditions of detention and the treatment of juveniles deprived of their liberty for alleged association with terrorist groups in Iraq. However, the lasting impact of its capacity-building efforts depends on effectively institutionalizing the training within government bodies to achieve widespread professional development. Challenges like staff shortages, turnover, and lack of resourced training plans in institutions responsible for children’s rehabilitation hinder sustained institutional capacity impact.

Sustainability
STRIVE Juvenile has realized varied sustainable benefits, with its knowledge products and policy tools continuing to guide national actors on key gaps and programming needs. However, sustaining these gains requires broader dissemination and integration of its research and tools within UNODC (Crime Prevention and Criminal Justice Section and Terrorism Prevention Branch (TPB)). The project’s training-of-trainers (TOT) efforts in Indonesia and Nigeria faced limitations in long-term sustainability due to structural challenges like staff turnover and replication constraints. Additionally, shifting donor priorities pose risks to continued national commitment, highlighting the need for stronger support to maintain momentum beyond the pilot phase. (Findings 21-23).
Human Rights, Gender Equality, Disability Inclusion and Leaving No One Behind

STRIVE Juvenile successfully mainstreams child rights into preventing and countering terrorism, stressing the legal status of children associated with terrorist groups in Indonesia, Iraq, and Nigeria as primarily victims. While focusing on prevention, justice, rehabilitation, and reintegration, and upholding human rights and gender equality, the project encounters challenges in thoroughly integrating gender aspects and disability inclusion, striving to ensure comprehensive inclusivity and adherence to the “leave no one behind” principle.

MAIN CONCLUSIONS

Conclusion 1: Relevance and Coherence
STRIVE Juvenile demonstrated strong alignment with UNODC’s mandate, strategy, and EU strategic frameworks in counter-terrorism and child protection. It has also aligned with existing national frameworks and priorities across partner countries. The project also demonstrated strong alignment with international law, standards and norms in human rights, underscoring its relevance and coherence.

Conclusion 2: Relevance, Efficiency and Coherence
The project’s relevance was reinforced by an inclusive consultation process during the inception phase, and an evidence-based approach in developing country-specific work plans. Despite a uniform TOC, the project was adaptable in addressing the specific needs of each country. Efficiency was achieved by utilizing UNODC’s existing resources, structures, and networks, leading to streamlined implementation. However, the project’s monitoring framework, while effective in tracking progress, could benefit from the use of qualitative tools that better reflect its outcomes/impact. Besides, the absence of a global multi-stakeholder governance mechanism is a missed opportunity for enhancing donor oversight and fostering trans-national exchanges across partner countries.

Conclusion 3: Effectiveness, Impact and Sustainability
The project made progress in achieving its planned outputs across the partner countries despite a slow implementation rate in its first year due to the Covid-19 pandemic. The project’s effectiveness in community engagement in Nigeria and Indonesia showcased a significant attention to bottom-up approaches, emphasizing local empowerment as key drivers for resilience building. Despite budget constraints, these community-driven interventions demonstrated the value of local participation in child protection. However, sustaining the results of these initiatives poses challenges, highlighting the need for longer implementation spans, ongoing support, and an expanded scope for local CSOs to strengthen prevention efforts.

Conclusion 4: Coherence, Impact, Sustainability
The project’s partnerships at national, sub-national, and international levels were instrumental in aligning the project with both local needs and global goals, ensuring a unified approach and long-term impact in child protection and counter-terrorism efforts. Opportunities do exist for UNODC and the EU to facilitate the diffusion of knowledge and policy guidance tools from STRIVE Juvenile to advance the child protection agenda within counterterrorism and P/CVE through regional and inter-regional processes and platforms.

Conclusion 5: Effectiveness, Human Rights, Gender equality and Leaving No One Behind
The project incorporated human rights as a core component across its four pillars of work. There is room for improvement in systematically integrating the dimensions of gender, physical disability inclusion as visible dimensions of its capacity building content across all partner countries. The project’s training efforts were effective but there are opportunities to strengthen the use of practical modalities and peer-to-peer exchanges at national, regional and/or global levels.

Conclusion 6: Sustainability and Impact
STRIVE Juvenile was strategically positioned to support the production of valuable knowledge products and policy tools to enhance the protection of children in the context of counterterrorism and P/CVE. Extending the scope and reach of capacity building tools hinges on the institutional capacities of partner countries -both technical and financial- to institutionalize the use these child-sensitive modules in their ongoing staff...
development efforts. Hence, exploring opportunities for the diffusion and uptake of produced training modules into local systems are key to sustaining benefits.

**MAIN RECOMMENDATIONS**

**RECOMMENDATION 1 - THE PARTNERSHIP APPROACH**
The Project Management Team - in coordination with the Terrorism Prevention Branch- is recommended to replicate the project’s partnership approach leveraging on the strengths of evidence-based planning and the added-value of multi-stakeholder governance structures that are established in early phases of project initiation.

**RECOMMENDATION 2 – COMMUNITY INTERVENTIONS**
The Project Management Team is recommended to take stock of the project’s small-scale interventions that promoted children’s participation and resilience in the context of P/CVE in Borno State in Nigeria and West Java in Indonesia. These bottom-up community-driven approaches could best serve as pilot initiatives to distill the key lessons from the project’s experience, identify complementary actions and obstacles that need to be addressed to inform replication and/or scalability in the contexts of child protection, crime prevention, criminal justice and terrorism prevention programming.

**RECOMMENDATION 3 – KNOWLEDGE DIFFUSION AND UPTAKE**
The Project Management Team – as part of the Crime Prevention and Criminal Justice Section- is recommended to plan for the dissemination of STRIVE Juvenile knowledge outputs including research, operational guidance tools and training manuals, using where appropriate, relevant regional platforms and inter-governmental processes.

**RECOMMENDATION 4 – PREVENTION EFFORTS**
The Project Management Team is recommended to consider engaging CSOs at sub-national levels in Iraq - where resilience interventions are yet to commence - as well as in future similar projects in this thematic area to reinforce the prevention of violence against children by terrorist and violent extremist groups.

**RECOMMENDATION 5 - TRAINING CONTENT AND MODALITIES**
The Project Management Team is recommended to consider the incorporation of additional practical modalities in the delivery of training programmes on the treatment of children associated with terrorism or violent extremism as well as special modules on Gender-based Violence (GBV) and dealing with children with physical disabilities, based on analysis of the prevalence and needs associated with physical disabilities among this population.

**RECOMMENDATION 6 – INSTITUTIONALIZING CAPACITY BUILDING**
The Project Management Team is recommended to increase the focus on the sustainability of capacity building interventions during the inception phase of similar projects in this thematic area to expand the scope of the benefits to a wider segment of practitioners.

**RECOMMENDATION 7 – MONITORING AND REPORTING**
The Project Management Team - in coordination with Strategic Planning and Inter-Agency Affairs Unit (SPIA) - is recommended to consider the inclusion of qualitative monitoring tools to capture the project’s non-quantifiable outcomes especially in the legal and policy space as well as its influence on children’s rehabilitation and reintegration practices.

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3 Please note that the Executive Summary only includes the most important recommendations as identified by the evaluation team. All recommendations can be found in the main body of the report.
MAIN LESSONS LEARNED AND GOOD PRACTICES

**Lessons Learned:** A lesson learned from STRIVE Juvenile is that the one-year inception phase enabled the project management to establish strong foundations for the formulation of work plans that are localized and context-specific. It also allowed for a thorough identification of key stakeholders and institutional actors which has significantly broadened the scope and outreach of project results at national and sub-national levels. The involvement of children and youth from local communities is an important component of both the prevention and responses to violence against children in the context of counterterrorism and P/CVE. As role models and agents of change, children and youth play an important role to anchor the messaging around child rights in the context of counterterrorism and P/CVE at the local level. To deliver sustainable benefits and impact, child- youth-driven campaigns require longer time frames and additional resources.

**Good practices:** Setting up national governance mechanisms with inclusive representation in each partner country early during the inception phase emerged as a good practice. It had positive implications for promoting national ownership, commitment and supporting the delivery of coherent programming. These structures also served as ‘models’ for demonstrating the value of a whole-of-government and whole-of-society approach where key ministries and institutions with remits for child protection, counter-terrorism, justice and human rights are better aligned and coordinated. Conducting country-specific situation analysis processes during the inception phase was critical to support the project to deliver context-specific and relevant interventions that are closely aligned with institutional needs in each partner country. Beyond the project’s lifetime, this knowledge product continues to be relevant to government counterparts as an evidence-base to inform future policies and programmes for protecting children’s rights in the context of counter-terrorism. The delivery of multi-disciplinary training in Indonesia and Nigeria were instrumental in promoting improved coordination among government actors involved in the prevention and response to violence against children by terrorist and violent extremist groups.
| Findings                                                                 | Evidence<sup>4</sup>                                                                                                                                  | Recommendations<sup>5</sup>                                                                                                                                       |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------
| 1. STRIVE Juvenile aligns with both UNODC and strategic frameworks as well as EU frameworks and priorities for preventing and countering terrorism and child protection, and closely matches national strategic priorities and needs for assistance. It’s appreciated for its evidence-based, consultative approach and adaptability in addressing specific needs of each partner country. (Finding 1-4) | Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel | 1. The Project Management Team - in coordination with the Terrorism Prevention Branch - is recommended to replicate the project’s partnership approach leveraging on the strengths of evidence-based planning and the added-value of multi-stakeholder governance structures that are established in early phases of project initiation. |
| 2. STRIVE Juvenile demonstrates notable progress in areas with potential for long-lasting impact, such as producing knowledge assets, raising awareness of child protection in preventing and countering terrorism, fostering cross-sector coordination, and improving conditions of detention and the treatment of detained juveniles in Iraq. However, the lasting impact of its capacity-building efforts depends on effectively institutionalizing the training within government bodies to achieve widespread professional development. Other challenges hinder sustained institutional capacity impact. | Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel | 2. The Project Management Team is recommended to take stock of the project’s community-driven interventions in Nigeria and Indonesia to inform replication and/or scalability in the context of criminal justice and terrorism prevention programming. These bottom-up community-driven approaches could best serve as pilot initiatives to distill the key lessons from the project’s experience, identify complementary actions and obstacles that need to be addressed to inform replication and/or scalability in the contexts of child protection, crime prevention, criminal justice and terrorism prevention programming. |

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<sup>4</sup> General sources that substantiate the findings.

<sup>5</sup> Should include the specific target group of implementing recipient(s) at UNODC.
### Findings

3. STRIVE Juvenile has made commendable strides, (findings 13-18): It has successfully championed a child rights-based approach to rehabilitative measures. The project catalyzed legal reform discussions in Indonesia and political consensus in Nigeria, promising increased releases of children associated with terrorist groups. It significantly boosted institutional capacity building across partner countries, though further refinement in training and technical assistance is needed. The children’s participation component introduced innovative community engagement methods, albeit with timing constraints. In Iraq, the delivery of equipment to social reformatories was effective in enhancing the welfare of juveniles. Despite various challenges, the project's adaptability, bolstered by strong partnerships and UNODC’s effective management, facilitated meaningful progress.

### Evidence

- Desk review of project documentation and relevant external documents.
- Semi-structured interviews with key project stakeholders including Core Learning Partners (CLPs)
- Online survey to trained personnel.
- Site visits to Social Reformatories in Baghdad, Iraq.

### Recommendations

3. The Project Management Team – as part of the Crime Prevention and Criminal Justice Section – is recommended to plan for the dissemination of STRIVE Juvenile knowledge outputs including research, operational guidance tools and training manuals, using where appropriate, relevant regional platforms and intergovernmental processes.
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<th>Findings</th>
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<td>Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel</td>
<td>4. The Project Management Team is recommended to consider engaging CSOs at sub-national levels in Iraq - where resilience interventions are yet to commence- as well as in future similar projects in this thematic area to reinforce the prevention of violence against children by terrorist and violent extremist groups.</td>
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<td>5. STRIVE Juvenile successfully integrates child rights into preventing and countering terrorism, stressing the legal status of children associated with terrorist groups in Indonesia, Iraq, and Nigeria as primarily victims. While focusing on justice, rehabilitation, and reintegration, and upholding human rights and gender equality, the project encounters challenges in thoroughly integrating gender aspects and disability inclusion, striving to ensure comprehensive inclusivity and adhere to the “leave no one behind” principle.</td>
<td>Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel.</td>
<td>5. The Project Management Team is recommended to consider the incorporation of additional practical modalities in the delivery of training programmes on the treatment of children associated with terrorism or violent extremism as well as special modules on Gender-based Violence (GBV) and dealing with children with physical disabilities, based on the analysis of the prevalence and needs associated with physical disabilities among this population.</td>
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<tr>
<td>Findings</td>
<td>Evidence</td>
<td>Recommendations</td>
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<td>6. STRIVE Juvenile has realized varied sustainable benefits, with its knowledge products and policy tools. However, sustaining these gains requires broader dissemination and integration of its research and tools within UNODC (Crime Prevention and Justice Section and Terrorism Prevention Branch (TPB)). The project’s training-of-trainers (TOT) efforts in Indonesia and Nigeria faced limitations in long-term sustainability due to structural challenges like staff turnover and replication constraints. Additionally, shifting donor priorities pose risks to continued national commitment, highlighting the need for stronger support to maintain momentum beyond pilot phases. (Findings 21-23).</td>
<td>Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel. Site visits to Social Reformatories in Baghdad, Iraq.</td>
<td>6. The Project Management Team is recommended to increase the focus on the sustainability of capacity building interventions during the inception phase of similar projects in this thematic area to expand the scope of the benefits to a wider segment of practitioners.</td>
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<td>7. STRIVE Juvenile demonstrated an efficient structure and staffing, aiding in effective implementation and strong national engagement. Although it successfully delivered outputs within budget and time constraints, the project faced challenges in administrative agility and lacked both a global multi-stakeholder governance mechanism and a results-based financial reporting system, as well as qualitative monitoring tools that could reflect progress towards outcomes, highlighting the project’s normative contributions. (Findings 4-8)</td>
<td>Desk review of project documentation and relevant external documents. Semi-structured Interviews with key project stakeholders including Core Learning Partners (CLPs) Online survey to trained personnel.</td>
<td>7. The Project Management Team- in coordination with Strategic Planning and Inter-Agency Affairs Unit (SPIA) - is recommended to consider the inclusion of qualitative monitoring tools to capture the project's non-quantifiable outcomes especially in the legal and policy space as well as its influence on children’s rehabilitation and reintegration practices.</td>
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I. INTRODUCTION

BACKGROUND AND CONTEXT

OVERALL CONCEPT AND DESIGN

“STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups” (hereinafter, STRIVE) is a five-year global project (2021-2025) funded by the European Union (EU) and implemented by the Crime Prevention and Criminal Justice Section at UNODC Headquarters. The project combines global efforts with country specific activities focusing on Indonesia, Iraq, and Nigeria. The overall objective is to prevent and counter violent extremism affecting children, in full respect of human rights, gender equality and international law. The project aims to support the partner countries’ governments and their professionals in a dual capacity by ensuring the preservation of public safety while safeguarding children from exposure to violence (See Figure 1).

The project was signed in November 2020 with a total EU budget contribution of 5.5 million Euros for an initial implementation period of 36 months (1 January 2021 - 1 January 2024). In December 2021, the EU signed an addendum to the contract, extending the project duration to 60 months (2021-2025) and increasing the total budget contribution to 10.5 million Euros. The increased budget and extended timeframe responded to the urgent need expressed by Iraqi national authorities. This was aimed at addressing the situation of children and young people held in detention for alleged association with terrorist groups and, in particular, to address efforts to promote their rehabilitation and reintegration, notably by improving detention conditions.

The Project is strategically positioned under the Global Programme to End Violence against Children (UNODC END-VAC Programme) and is structured along four pillars of interventions namely: research, legal and policy advice, capacity-building, and the participation of children and their environments. More specifically, the project’s planned outputs are as follows:

Figure 1: Project summary

Source: Evaluation team elaboration
Enhanced global awareness over the phenomenon of child recruitment and exploitation (Output 1.1)
2) Review of legal and policy framework to prevent and respond to child recruitment and exploitation by terrorist groups is supported in Indonesia, Iraq and Nigeria (Output 1.2)
3) Increased capacity of professionals on strategies and measures to prevent and respond to child recruitment and exploitation by terrorist groups (Output 1.3)
4) Increased capacity of children and their environment to resist recruitment attempts and to successfully reintegrate into society (Output 2.1)
   o Iraq component: Foresees additional activities to support locally driven socio-economic interventions in areas where children and young people originate from and will return to after their release. Additionally, it plans activities related to the refurbishment of detention centers and provision of equipment and tools. (Output 2.1a)

The project is relevant to the UN Sustainable Development Cooperation Frameworks of the three targeted partner countries and contributes to Sustainable Development Goals (SDGs), notably Goals 5, 8 and 16 aimed at achieving “Gender equality”, “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” and “Peace, justice and strong institutions”. More specifically, the project directly contribute to the specific targets 8.7, which aims to “eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms”7 and 16.2, which aims to “end abuse, exploitation, trafficking and all forms of violence against and torture of children”8.

The project's strategic focus lies in safeguarding children from the threats posed by terrorist and violent extremist groups while promoting their well-being within the framework of international legal standards, human rights and gender inclusivity. From this perspective, the project advocates a human rights-based approach and pays particular attention to marginalized groups of children, including those with disabilities. This inclusive approach is complemented by a gender perspective throughout the project's design and implementation. Despite the predominant involvement of males among stakeholders and beneficiaries, the project aims to target both girls and women, alongside boys and men.

**CONTEXT**

This project holds significant relevance due to the escalating vulnerability of thousands of children (individuals below 18 years of age as defined by Article 1 of the Convention on the Rights of the Child) to recruitment and exploitation by terrorist and violent extremist groups. Partner countries engaged through STRIVE Juvenile face unique challenges related to children association with – as well as dissociation from – terrorist groups. For instance, Indonesia has been grappling with incidents like the 2018 Surabaya attacks9. Although the number of children convicted with terrorist-related offenses is currently low, the country’s readiness and human capacity to handle the repatriation of women and children linked with the Foreign Terrorist Fighters (FTF) phenomenon is on the political agenda. Similarly, Iraq has been dealing with grave violations against children by groups like Da’esh. Addressing the vulnerabilities of children in the justice system, including those deprived of their liberty is a government priority. In the case of Nigeria, children have been disproportionately afflicted by the insurgency in the Northeast and the government has been dealing with the recruitment and exploitation of children by Boko Haram since 200910. Since 2016 the Government has prioritized the voluntary

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6 United Nations Sustainable Development Cooperation Framework, Iraq (2020-2024); UN Sustainable Development Partnership Frameworks, Nigeria (2018-2022) and (2023-2027) and the UN Sustainable Development Cooperation Framework, Indonesia (2021-2025)
7 https://sdgs.un.org/goals/goal8#targets_and_indicators
8 https://sdgs.un.org/goals/goal16#targets_and_indicators
9 The 2018 Surabaya bombings were a series of terrorist attacks that initially occurred on 13 May 2018 in three churches in Surabaya, the second largest city in Indonesia and the capital of East Java province.
10 STRIVE Juvenile: Situation Analysis Report of Nigeria, Children Associated with Terrorist and Violent Extremist Groups, 14th September 2021

**INTRODUCTION**
defections from the jihadist group and established several initiatives including the Operation Safe Corridor and the Bulumkutu Transit Centre in Maiduguri\(^{11}\), the latter has been receiving children as a transit period to trace their families, undergo the assessment of their rehabilitation and reintegration needs\(^{12}\). Additionally, the Borno State Government has developed and is implementing the ‘Borno Model’ since August 2021; a state-led programme to rehabilitate, reconcile and reintegrate those that have exited the insurgency.

**PURPOSE AND SCOPE**

The independent in-depth mid-term evaluation of STRIVE Juvenile was carried out between July 2023 and November 2023, as part of UNODC’s commitment to independent evaluation mandated in the UNODC Evaluation Policy and as highlighted in the UNODC Strategy 2021-2025\(^{13}\). The evaluation covered the period from 1 January 2021-30 October 2023, involving three partner countries: Indonesia, Iraq and Nigeria. The purpose of this mid-term evaluation was to assess achievements in relation to its relevance, efficiency, coherence, effectiveness, impact, and sustainability as well as human rights, gender equality, disability and leaving no one behind. It also aimed to assess areas of collaboration between UNODC and its national counterparts under the different pillars of the project. The evaluation took place at the time when both Indonesia and Nigeria approach the completion of their in-country interventions (end of December 2023) while Iraq is in its third year of a five-year implementation period and numerous activities are either ongoing or pending.

**THE COMPOSITION OF THE EVALUATION TEAM**

The evaluation team was composed of two female independent evaluators with complementary expertise and language proficiency in English, French, Portuguese and Arabic. The team included an international evaluation expert, specialized in sustainable development and evaluations, with more than 20 years of work experience in the Middle East and North Africa evaluating projects and programmes with various international organizations, bilateral cooperation agencies, and private sector organizations, and a substantive international expert with over 13 years of experience in the field of human rights, child rights, child protection and child-friendly justice, across three continents (Europe, Africa and South America).

**EVALUATION METHODOLOGY**

**METHODOLOGICAL APPROACH**

This mid-term evaluation followed a theory-based, mixed-methods approach that was both gender-responsive and inclusive. Guided by the project’s explicit theory of change (ToC) and its logical framework, this theory-based evaluation was designed to answer the question of what worked and did not work (by assessing the changes brought about by the STRIVE Juvenile project), but also why and how it worked or not (by examining the processes that led to – or likely to lead to – those changes). The MTE has taken a forward-looking approach by assessing the project’s performance with a view to supporting organizational learning and adaptation. (See Annex VII for the reconstructed TOC). The evaluation methodology, tools and the specific questions responded to the needs and requirements defined by the UNEG Guidance on Integrating Human Rights, Disability inclusion and Gender in Evaluations\(^{14}\) as well as the recently published UNODC guidance on applying Human Rights and Gender Equality lens to the OECD DAC Criteria.\(^{15}\) In the context of

\(^{11}\) Ibid.  
\(^{12}\) Anpuj Achari Panchanan and Folashade Adebayo. *The Long Road to Freedom: At the Bulumkutu Interim Care Centre in Maiduguri north-east Nigeria, boys formerly associated with armed groups are finding answers to the questions of peace and purpose*, UNICEF, 30 September, 2021.  
\(^{13}\) UNODC Strategy 2021-2025  
STRIVE Juvenile, HRG+ considerations were particularly important as they are pursued not only as cross-cutting themes, but they are integral elements of attaining the project’s specific objectives across its four intervention areas.

DATA COLLECTION

The evaluation applied a mixed-methods approach, complementing the review of secondary data with primary data collection through semi-structured interviews (See Annex III for interview guides), an online survey for trained professionals that was open from 3rd – 30th October (See Annex III for the data collection instruments) and site visits to 3 social reformatories for juveniles and adults in Baghdad, Iraq where interviews were conducted with reformatory management and social workers. The evaluators also conducted direct observation to substantiate that the procured equipment and tools were in use, taking photo documentation where permitted. **A total of 208 individuals participated in the evaluation (108 males, 98 females and 2 individuals with undisclosed gender).** The evaluation team conducted 3 field missions between 17th September-14th October 2023 (see Figure 2). In terms of sampling for the key informant interviews, the evaluation team used purposive sampling to select participants for interviews. A combined purposeful/voluntary response sampling approach was used for the online survey distributed in Indonesia, Iraq and Nigeria. This involved the deliberate targeting of all trained individuals for response, but an acceptance that responses could not reasonably be expected from all those invited to respond. Special consideration was given to ensuring that Core Learning Partners were adequately involved in the data collection as key informants across partner countries, making sure that they continue to inform the entire evaluation process.

*Figure 2: Facts and figures about data collection*
INTRODUCTION

DATA ANALYSIS AND TRIANGULATION

The quantitative and qualitative data collected through the online survey were extracted from SurveyMonkey in Excel files for further processing and analysis. The respective data was organized according to the evaluation criteria and questions included in the evaluation matrix. As for the qualitative data obtained through key informant interviews, the evaluation utilized a Qualitative Data Analysis (QDA) software (Dedoose) to code and organize data according to the evaluation criteria. The information obtained through desk review, survey, and key informant interviews was then triangulated to confirm and validate information across different information sources. This process led to the formulation of preliminary findings under each evaluation criterion, answering the respective evaluation questions. Those findings were validated with the project management team during the validation session held on 21st November.

STAKEHOLDER ANALYSIS

A stakeholder analysis was undertaken during the inception phase to map and identify key rights-holders (beneficiaries) and duty bearers (state and non-state actors with responsibilities regarding the intervention) to engage in the evaluation process and how. The main premise was to include those who have been involved directly or indirectly in the design and/or implementation of STRIVE Juvenile as well as those who have been affected by or benefited from the intervention, within the parameters of the limitations identified in the section below. Such analysis was key to ensure that a diverse range of perspectives and interests are taken into account from the onset of the evaluation design in a way that contributes to the impartiality, credibility...
LIMITATIONS TO THE EVALUATION

<table>
<thead>
<tr>
<th>Limitations to the evaluation</th>
<th>Mitigation measures</th>
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<tr>
<td>1. Access to certain areas: Limitation of field missions being focused to capital cities. This limitation could prevent the evaluation team from gathering comprehensive data from all relevant locations</td>
<td>Guided by the advice from the UN Department of Safety and Security (UNDSS) and in liaison with IES and project management, the field missions were limited to the capital cities in Iraq, Nigeria and Indonesia. Subsequently, arrangements were made for selected stakeholders from other cities/regions covered by the project to meet the evaluation team in the capital cities.</td>
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<td>2. Access to local community leaders: The project management highlighted that accessing trained community leaders through an online survey could be complex and challenging with limited internet access and/or capacity among these targeted groups.</td>
<td>Weighing the resources needed (e.g., time, cost and level of effort) to design and administer a paper-based survey with the added-value of the data to be gathered, the evaluation team, in consultation with IES, decided to only use the responses from the online survey. With 127 respondents across the three countries, it was deemed sufficient for the purpose of this evaluation to provide insights on the operational use of these trainings.</td>
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<td>3. Access to trained professionals in Iraq: The project management highlighted the lack of access to contact data of trained professionals in Iraq, noting that the national counterpart (MOJ) could share the survey with their trained professionals.</td>
<td>The online survey links were shared with the national counterpart (MOJ) who in turn disseminated to a group of trained professionals. The low number of respondents (11) reflects in part the fact that the number of trained professionals in Iraq at the time of evaluation was lower than in the two other countries. Besides, it could not be ascertained that all trained professionals received the survey.</td>
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II. EVALUATION FINDINGS

RELEVANCE

**EVALUATION QUESTIONS:**

1. To what extent is the project relevant to the priorities of national stakeholders and the donor?
2. To what extent has the project used appropriate and participatory planning processes in delivering results in line with organisational, regional, and international needs and priorities?
3. To what extent did the STRIVE Juvenile project respond to the specific rights, needs and priorities of different rights-holders including victims of child recruitment and exploitation by terrorist groups, including girls and young women?

**Finding 1:** The project presents a good strategic fit for UNODC’s mandate, strategic framework and contributes to the attainment of the SDGs, notably Goals 5 and 16. The project is also aligned with EU Strategic frameworks, policy instruments, directives, and priority areas for actions in counter terrorism and child protection.

The project falls within UNODC’s mandate and strategic framework 2021-2025, whose Thematic Areas 3 “Preventing and Countering Terrorism” and 4 “Crime Prevention and Criminal Justice” enable UNODC to support Member States to strengthen prevention of – and responses to – violence against children, including by terrorist and violent extremist groups, and enhancing access to justice for children. As a segment of the UNODC Global Programme to End Violence Against Children, the project’s holistic design reflects UNODC’s Roadmap on the “Treatment of Children Associated with Terrorist and Violent Extremist Groups” that includes three interconnected areas of work (prevention, rehabilitation and reintegration, and justice for children) across four pillars (research, legal and policy advice, capacity-building, and the participation of children and their environments).

STRIVE Juvenile is also relevant to the UN Sustainable Development Cooperation frameworks of the three countries involved and contributes to Sustainable Development Goals (SDGs), notably Goals 5 and 16 aimed at achieving “Gender equality” and “peace, justice and strong institutions” respectively.

The project is aligned with key EU Strategic frameworks, policy instruments, directives and priority areas for actions in counter terrorism as well as child protection. Most notably, it is a strategic fit to the EU’s Strategy for Combating Radicalization and Recruitment to Terrorism (2005 and updated in 2017); the Counter-Terrorism Agenda for the EU: Anticipate, Prevent, Protect, Respond (2020) and the EU Agenda for the Rights of the Child. At the operational level, the project complements wider EU efforts, for instance in Iraq, where the EUD funds actions to strengthen CSOs’ capacities for policy advocacy towards child-friendly approaches to juvenile justice among other objectives. Moreover, the evaluation showed that STRIVE Juvenile sought to harmonize its actions with other EU-funded STRIVE programs. In this context, there was some coordination...

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16 UNODC Strategy 2021-2025
17 UNODC Roadmap on the Treatment of Children Associated with Terrorist and Violent Extremist Groups, UNODC Global Programme to End Violence Against Children.
18 United Nations Sustainable Development Cooperation Framework, Iraq (2020-2024); UN Sustainable Development Partnership Frameworks, Nigeria (2018-2022) and (2023-2027) and the UN Sustainable Development Cooperation Framework, Indonesia (2021-2025)
19 The European Union Counter Terrorism Strategy: Prevent, Protect, Pursue, Respond, Council of the European Union, 30 November, 2005
with STRIVE Asia (partially implemented by UNODC) and STRIVE Global (managed by Hedayah)\textsuperscript{21}, particularly in shared programs in Indonesia and Nigeria. This ensured strategic alignment and avoided duplication across the various STRIVE initiatives.

\textbf{Finding 2:} STRIVE Juvenile was aligned with the national strategic priorities and needs for assistance. Partner countries took advantage of this project in diverse ways to further implement their own national strategies or to address existing or foreseen operational challenges in the prevention of and responses to violence against children associated with terrorist groups. The project strives to incorporate child protection international standards within its scope across all its pillars.

STRIVE Juvenile was found to be \textit{highly relevant to partner countries’ national priorities and needs.} Evidence showed that countries recognized the urgent need of addressing the issue of children associated with terrorism and have taken steps in that direction.

In Iraq, the project conducted comprehensive assessments of juvenile detention centers (reformatories), including conditions of detention and the treatment of juveniles deprived of their liberty, which aligns with the country’s goals of improving the conditions and treatment needed for appropriate rehabilitation and reintegration for children and young adults deprived of their liberty in concert with international development standards. This commitment is particularly evident in efforts to improve detention conditions and ongoing deliberations on potential policy changes like raising the minimum age of criminal responsibility. Following EU approval, the project’s initial scope was broadened (Output 2.1 a), focusing on the refurbishment of detention centers and the provision of equipment and tools thereby reflecting adaptiveness to governmental priorities.

In Indonesia, the project closely aligns with the National Action Plan for Preventing and Countering Violent Extremism (RAN-PE) 2020-2024 and addresses specific national priorities identified during the inception phase such as the lack of specialized training for stakeholders, insufficient coordination mechanisms at institutional level, or limited research on children associated with terrorism. Interviewed stakeholders highlighted that although the number of children implicated in terrorism offenses within the justice system is low, the project was particularly pertinent to enhance the country’s readiness to repatriate, rehabilitate and reintegrate children with links to the Foreign Terrorist Fighters (FTFs) phenomenon. Besides, the project was also described as pertinent to provide overall policy guidance on handling children who become associated with terrorism domestically due to kinship or family ties to individuals who embraced terrorism. At the operational level, the project responded to emerging needs and priorities identified during implementation, thereby maintaining its continued relevance. One major example is the decentralization of training in Indonesia to equip three additional Social Welfare Organizing Institutions (LPKS), under the Ministry of Social Affairs, with skills to handle children associated with terrorism. This was necessitated by a government regulation in 2021, expanding the mandate of these centers from being specialty-driven to becoming capable of handling “all 15 categories of children in need of special protection” in line with Law No. 35/2014 on Child Protection. Prior to this change of mandate, children associated with terrorism were only handled in Handayani Centre in Jakarta. Besides, the decentralization of training also responded to the practical needs for proximity to the families and communities of origin of children which is necessary for achieving the rehabilitation and reintegration goals.

In Nigeria, the project aligns with national frameworks and priorities, effectively addressing the challenges faced by children affected by conflict and terrorism, particularly in the Northeast, where most individuals are children and women. The project’s interventions are closely aligned with national laws and policies, such as the Children and Young Persons Act (CYPA) and the Policy Framework and National Action Plan for Preventing and Countering Violent Extremism (PCVE)\textsuperscript{22}. In Nigeria, the consultations demonstrated a clear focus on bridging and aligning humanitarian and security agendas through the Nigeria Call for Action – a

\textsuperscript{21} https://hedayah.com/programs/eu-strive-global/
political declaration endorsing the “UNODC Roadmap on the treatment of children associated with terrorist and violent extremist groups, emphasizing prevention and reintegration as key objectives, their legal status as primarily victims, and recognizing that prosecution and deprivation of liberty should be measures of last resort” - an approach that originated from local counterparts. The project adjusted to national priorities by reframing and initiating dialogues, leading to the creation of practical guidance notes, namely on the treatment of children to operationalize the Nigeria Call for Action, usable by a range of practitioners, including those with minimal legal background. Key elements of the project included timely interventions in conflict-affected Borno, Adawama and Yobe (Bay States) in Northeast Nigeria, development of guidelines for treatment and reintegration of affected children and fostering multi-stakeholder collaboration. Triangulated data shows that the recent exit of a large number of children from Boko Haram since the summer of 2021 has further influenced the project's priorities, leading to an emphasis on cross-sectoral linkages between institutions with remits for security, justice and child protection, including bridging important linkages in the context of Borno Model implementation. Overall, the project sought to incorporate child protection international standards within its scope across all its pillars.

Finding 3: National counterparts appreciated that the project’s initiation was built on an inclusive consultation process that included the production of an evidence base to inform the development of country-specific work plans. Although the design was underpinned by one comprehensive Theory of Change (TOC), uniform across countries, the project demonstrated considerable adaptiveness in the thematic focus in each partner country in accordance with the evidence generated through the situational analysis and the stakeholders’ input through the governance mechanisms.

At the country level, the project's approach, as evidenced by evaluation data collection, was highly consultative and tailored to meet the unique needs of each partner country. While based on one comprehensive TOC with four core intervention pillars consistent across all countries, the project showcased notable adaptability in its execution. This adaptiveness was guided by detailed situation analyses and stakeholder inputs through governance mechanisms, ensuring that the implementation approach and thematic focus were appropriately customized for each country's unique context. It involved thorough needs assessments and was informed by the specific security and child protection dynamics prevalent in these countries, demonstrating responsiveness to national priorities.

These partnerships were instrumental in identifying relevant stakeholders and counterparts to engage in the project effectively. The establishment of project steering committees, which varied in name, frequency, and membership across countries according to local needs, represented a strategic move that fostered local ownership and relevance. These committees served as platforms for continuous dialogue and input from government entities and other stakeholders, including international partners such as UN agencies, the EU, and major NGOs. Their role in feeding and validating national project work plans and maintaining an inclusive consultation process was crucial. This commitment to flexibility was exemplified in Nigeria, where the steering committee expanded its membership and increased the frequency of its meetings from once to twice a year at the request of national partners.

MID-TERM INDEPENDENT IN-DEPTH EVALUATION: STRIVE JUVENILE: PREVENTING AND RESPONDING TO VIOLENCE AGAINST CHILDREN BY TERRORIST AND VIOLENT EXTREMIST GROUPS (PART OF GLOZ43)

EFFICIENCY

EVALUATION QUESTIONS:
1. To what extent has the project used the resources available (i.e., human resources, financial, M&E systems, etc.) to deliver outputs and activities in a timely manner?
2. To what extent have challenges (including the COVID-19 pandemic) affected project delivery?

HUMAN RESOURCES AND GOVERNANCE

Finding 4: The project structure was found to be conducive to efficient implementation. Staffing structure at HQ and the Field Offices ensured a well-balanced technical expertise across the project’s four axes of work with adequate support of the relevant Regional Offices. The placement of National Project Officers (NPOs) in all targeted countries was instrumental for an efficient implementation and facilitation of a strong engagement with national counterparts.

The project’s organizational structure was developed to ensure technical and substantive expertise for each of the four project pillars of work. The allocation of human resources combined UNODC HQ in-house capacities within the Crime Prevention and Criminal Justice Section, the Terrorism Prevention Branch (TPB), and the Research Branch with NPOs based on the field across the three targeted countries. In addition, thematic expertise was reinforced through short-term consultants and UN Volunteers (UNVs). Operating under the supervision of the Coordinator of the Global Programme to End Violence Against Children (GLOZ43), and benefiting from existing structures, UNODC HQ was found to play a fundamental role as the global coordinator of the project, ensuring a smooth overall planning and implementation of activities and ensuring coherence across the partner countries. In addition to their management role, in order to ensure coherence and consistency in the delivery of the action, UNODC HQ provided technical and substantive expertise across the project output areas, including the direct support for the development and delivery of capacity building and training activities as well as the provision of legal advisory services. On the other hand, the NPOs had diverse responsibilities that included coordinating with national stakeholders, liaising with EU Delegations of their respective countries, organizing training, and monitoring and reporting on activities related to their work plans.

The project includes staff positions that were fully financed by STRIVE Juvenile and others that were cost-shared with other UNODC programmes and Sections. (See Annex VI for the project’s organization structure). According to informants, the allocation of human resources managed to strike a good balance between the provision of technical and substantive expertise as well as project management capacity from HQ, and the localization of delivery through in-country NPOs. Triangulated evidence indicated that NPOs played critical roles in facilitating an efficient implementation of the project, by ensuring alignment of project content and outputs to the varying local contexts and fostering local ownership of the project through ongoing relations with, and responsiveness to, national counterparts. While cognizant of resource limitations, few interviewees noted that the presence of substantive expert positions in field offices across STRIVE’s thematic areas could enable a higher degree of engagement with national stakeholders at the advocacy level. UNODC Heads of Offices also played a fundamental role in facilitating engagement with national stakeholders and soliciting political buy-in. This was particularly salient in the case of Iraq that experienced a delay in recruiting the international Crime Prevention and Criminal Justice Officer who only joined in October 2022.

Overall, the evaluation finds an adequate level of alignment and communication between Field Offices, and HQ across relevant section and branches. Most field Staff noted they received the necessary support from HQ – and from Regional Offices – in a way that was conducive to efficient delivery albeit noting in some cases a heavy workload and an occasional lag in the administrative support received from ROs that support multiple
countries. As evidenced through data collection, the project team was generally responsive to requests for information and updates by the EU Commission and the EU Delegations across partner countries.

**Finding 5:** The project had well-functioning and inclusive coordination/steering committees in all partner countries that facilitated national ownership and shared decision-making. Besides their role as governance instruments, they played a role to promote inter-agency collaborations across the security, humanitarian, child protection and human rights sectors, encouraging such linkages to be further developed. A global multi-stakeholder governance mechanism was not established as previously foreseen in the Description of Action (DOA) limiting opportunities for the UNODC, EU and key partners to exchange lessons and experiences on the project’s thematic areas at a trans-national level.

Key informants considered the inclusive and participatory governance of the project as one of its main strengths (as demonstrated above in the “Relevance” criteria). Within partner countries, the national coordination/steering meetings were identified as a good practice where clear objectives were set for each meeting and a clear diversity from state and non-state actors was represented. As expressed by a youth informant “the network created through the steering committee from multi-disciplines is something that will remain after the project even if the SC structure itself does not sustain”. A few interviewees highlighted that the frequency of the meetings (annual in Iraq and Indonesia, and bi-annual in Nigeria) could have increased for improved coordination, using a combination of in-person and virtual modalities. The project’ DOA envisaged that “In addition to the three national project coordination groups, a Global Steering Committee (PSC) may be established to enhance the coherence, effectiveness and efficiency of STRIVE Juvenile and to discuss operational matters”. At the time of evaluation, a global multi-stakeholder PSC was not in place, limiting the opportunities for the UNODC, EU and key partners to exchange lessons and experiences on the project’s thematic areas at a trans-national level.

**FINANCIAL RESOURCES**

**Finding 6:** The project delivered a substantial number of outputs within its planned budget and timeframe, maintaining high quality standards that resonated positively across stakeholders. Lengthy administrative processes including procurement and hiring of national consultants posed challenges to efficiency, limiting the project’s agility in responding to stakeholders’ requests.

There was consensus that the increased budget (from 5.5 to 10.5 million Euros) and extended timeframe (from 36 to 60 months) of the project responded to the urgent need expressed by national authorities in Iraq to tackle the situation of children and juveniles who are currently facing detention for alleged association with terrorist groups and to address efforts to promote their rehabilitation and reintegration, including by improving the conditions of detention and their treatment.

As of October 2023, project expenditures were approximately USD 5,539,734 which represents 53% of financial execution\(^24\). The analysis of the project’s financial reports reflects a low implementation rate of 45% in the project’s first year (2021) with a total expenditure of USD 838,317 of a total of USD 1.8 million, primarily driven by the Covid-19 restrictions. The rate of project implementation (i.e., burn rate) was accelerated to 64% in 2022 with a total expenditure of USD 2,996,332 out of USD 4.7 million received.

To date, in terms of cost drivers, a significant portion of the project’s expenditures (57%) covered UNODC staff and other personnel costs. This is influenced by the substantive expertise required to deliver the project’ outputs which cut across different thematic areas within UNODC, including crime prevention and criminal justice, violence against children, justice for children, and counter-terrorism. This required the allocation of international staff and consultants at HQ and field level to support the provision of legal advisory services,

\(^24\) Project Management financial expenditures tracking as of 19th October 2023.
development of guidance notes and training tools, conceptualization and delivery of training activities and support to project communication and knowledge management.

Considering the complexity of the phenomenon addressed by the project, the diverse needs for assistance across partner countries and the project’s limited budget per country, most consulted stakeholders expressed satisfaction at the “breadth” and the “added value” of the project’s outputs. The project management had to manage expectations of national counterparts of what the project could feasibly deliver with its resources particularly in areas of “capacity development” at sub-national levels as well as expanding specialized centers for rehabilitation and reintegration of children.

It should be noted that interviewed stakeholders identified a few challenges to efficiency. This included most notably: 1) a lengthy process for hiring of staff and consultants which delayed the engagement of the national research consultant in Indonesia entrusted with supporting the local research team. 2) A lengthy procurement administration process within UNODC that delayed the delivery of equipment for social reformatories in Iraq (including a dental chair where procurement was extensively delayed for almost a year). 3) The absence of a global multi-stakeholder governance mechanism has somewhat challenged donor oversight of progress of project results across all countries - not in each country separately- and was considered a missed opportunity for facilitating trans-national knowledge exchange and diffusion of good practices. 4) The delay caused by Covid-19 restrictions during project inception which resulted in a delay of the recruitment process, and limited the movement of national staff, impacting the project delivery. Evidence collected throughout the evaluation have nonetheless confirmed that the project was generally agile in navigating through Covid-19 restrictions and managed to accelerate its delivery during its second year of implementation. More broadly, the project management has also navigated broader contextual challenges including the need to fast track some project interventions in Nigeria prior to the presidential elections in February 2023 to avoid potential delays or disruptions.

**Finding 7:** The financial system reporting does not support analysis between the logical framework outputs and disbursements, making it difficult to make relevant efficiency comparisons between the different project strategies and between countries, in accordance with the results attained.

In line with the contractual agreement with the EU and with UNODC’s financial reporting system, the project’s certified financial reports are based online item budgeting and expenditure tracking. Although there is no formal financial reporting on expenditures per country and per project outputs (i.e., results), for the purpose of this mid-term evaluation, the project manager compiled a non-certified financial table of tracking expenditures per country and budget class as of 30 October 2023. According to project management, it was difficult to provide accurate figures disaggregated by project pillar as it has not been supported by UNODC’s financial monitoring and reporting systems and additionally the majority of costs (including staffing and travel costs) support more than one pillar. **Overall, the financial reporting system does not support analysis between the logical framework outputs and disbursements**, making it difficult to make relevant efficiency comparisons between the different project strategies and between countries in accordance with the results attained. **The project outputs, including capacity building, were fully financed by the project funds, and it was only in Indonesia that the Ministry of Social Affairs (MOSA) provided cost-sharing covering the accommodation and transportation for training participants to support the cascading of trainings at the sub-national level in Palu City in Central Sulawesi. There were no other cost-sharing arrangements evidenced by the evaluation in other partner countries.** Few interviewees pointed to the potential benefit of exploring with counterparts co-funding opportunities from both public and private sources in the future to complement project funding and expand deliverables.
MONITORING SYSTEM

Finding 8: The project’s monitoring was undertaken at the activity/output level. There were no qualitative monitoring tools to better capture the project’s normative contributions to the legal and policy pillars and to potentially identify the project’s contribution to improved rehabilitation and reintegration practices.

Project monitoring was mostly undertaken at the activity and output level (e.g., training sessions completed, number of trainees reached, guidance notes delivered, governance mechanisms established, etc.) and has been used to produce the annual progress reports the project has undertaken a systematic effort to monitor the results of capacity building activities and produced activity reports which provided descriptive data on workshop proceedings, collated participants’ feedback, and gathered the results of pre- and post-activity questionnaires that were designed to gauge the perceptions and knowledge of trainees. The project management highlighted illustrative examples whereby monitoring data was used to inform the identification of priority areas for project interventions, selection of training topics that respond to partners’ requirements and also to inform the operational guidance notes produced, incorporating the issues of concern for the different partner countries.

A significant amount of work undertaken by STRIVE Juvenile project involves non-quantifiable key outcomes that relate – but are not limited to – improved perceptions, fostering institutional coordination and shifting justice and rehabilitation procedures towards being child-sensitive and protection-oriented. In this context, the project’s quantitative indicators did not fully capture the project’s “impact story”. This is particularly significant in projects targeting social or community rehabilitation and reintegration, where impacts usually manifest over a prolonged period. The 2022 progress report also points out that outcomes in rehabilitation and reintegration might become apparent only after the project has ended, surpassing the usual project lifecycle. This delay in observable outcomes underscores the necessity for employing alternative monitoring tools where applicable to ensure that the benefits of the project’s rehabilitation and reintegration efforts are not only sustained but also appropriately measured and documented. Among other tools, outcome Mapping (OM) and Most Significant Change (MCS) can provide the project and its partners in the future with a set of participatory monitoring tools to design and gather information on the results of the change process, measured in terms of the changes in behavior, actions or relationships that are influenced by the project. Given the level of effort and follow-up required, the project can limit the use of these monitoring methodologies to a few of its pillars of work, particularly for normative work that could not be adequately captured through the log frame’s quantitative indicators.

COHERENCE

EVALUATION QUESTIONS:

1. To what extent has the project established and maintained appropriate partnerships with centralized and local governmental and civil society organizations?
2. To what extent has the project benefited from the expertise of UNODC’s Global Programme to end VAC and from cooperation with other relevant international/regional institutions?

INTERNAL COHERENCE:

Finding 9: STRIVE Juvenile was proactive in identifying appropriate partnerships at national and sub-national levels across the partner countries. Considering its budget and resources, the breadth and inclusiveness of project partnerships with relevant institutions with security, justice and child protection remits were positively perceived by national partners. The project’s internal coherence was reinforced by the synergies that existed with national priorities and the needs for assistance across partner countries.
Regarding programmatic coherence at the country level, interviewed stakeholders have widely recognized that UNODC’s existing working relationships and presence in the partner countries facilitated the project’s initiation and supported the delivery of project outputs across all four pillars. The dual mandate of UNODC enabled the project to be uniquely positioned to build strategic partnerships that spanned the security, child protection, justice and humanitarian domains. The evaluation data collection demonstrated that the project established national partnerships with a multitude of state-and non-state actors at different levels. On one hand, partnerships were established with national lead agencies (i.e the National Counter-terrorism Agency – BNPT- in Indonesia, the National Office of the National Security Advisor -ONSA- in Nigeria and three partners in Iraq - the Ministry of Justice (MOJ), the High Judicial Council (HJC), and the National Security Advisory (NSA)). Besides, tactical partnerships/linkages were established with key ministries and actors (including CSOs) that operated at national and sub-national levels with remits related to the prevention and response to violence against children by terrorist groups. The evaluation evidence highlighted that this “inclusive approach to partnerships” served multiple purposes. On the tactical level, the identification of the right partners served to sensitize and enlist the support of “key champions” in a wide spectrum of organizations which in turn promoted the project visibility and outreach. On the strategic level, the partnership approach according to informants in Indonesia and Nigeria was key to demonstrate in practice (through project governance mechanisms and multi-disciplinary capacity building) the added value of inter-agency coordination across the security and child rights domains. This prompted national counterparts in Indonesia to identify priorities for the provision of technical assistance in the area of institutional coordination. Additionally, it has encouraged ONSA in Nigeria to consider opening its own Steering Committee on P/CVE to additional representation from state and local government actors.

Triangulated evidence demonstrated that in Indonesia the project directly supported the implementation of different pillars of RAN-PE 2020-202425 including – but not limited to – research data availability and investment in human capacity development. Similarly, in Nigeria, triangulated data demonstrated that the project delivered actions that were closely related to the Policy Framework and National Action Plan for Preventing and Countering Violent Extremism26 and other legislative frameworks such as the Child Rights Act.27 According to informants, technical assistance was guided by the need for a coherent policy guidance and standard operating procedures to deal with the phenomenon from a preventive and responsive perspective. Finally, in Iraq, the project exhibited considerable synergies to address a governmental priority to improve the conditions of detention and the treatment of children and juveniles deprived of their liberties in both Baghdad and Mosul. According to government informants, overcrowding was a serious issue in reformatories and hence improved physical conditions of detention was an urgent necessity and prerequisite for adequate rehabilitation and reintegration efforts.

**EXTERNAL COHERENCE**

Finding 10: STRIVE juvenile demonstrated synergies and harmonization within UNODC and with broader international frameworks which facilitated project delivery and outreach. Future opportunities exist in driving the agenda for children’s protection in the context of counterterrorism and P/CVE through regional inter-governmental processes, disseminating key resources/lessons from the project’s multi-country implementation.


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25 Indonesian National Action Plan for Preventing and Countering Violent Extremism 2020-2024  
27 Child Rights Act, 2003 (Nigeria)
STRIVE Juvenile contributed to UNODC’s programmatic coherence in the fields of terrorism prevention and the prevention and response to violence against children in the context of counterterrorism. Administered as a distinct part under the Global Programme to End Violence against Children (GLOZ43), STRIVE Juvenile has pursued systematic coordination and collaborative relations across the two thematic areas of Crime Prevention and Criminal Justice and Preventing and Countering Terrorism. The project benefited from the expertise from different parts of the UNODC namely the Crime Prevention and Criminal Justice Section, the Terrorism Prevention Branch (TPB) and the Research and Trends Analysis Branch (RAB). Key informants substantiated that the project team worked closely with the TPB and RAB at HQ level and in each partner country through a cost-shared staffing arrangement that benefited and enhanced the coherence in the delivery of the project in several ways. It enabled the project formulation to take stock of lessons learnt and field experiences that emanated from long-term engagement of TPB with Government counterparts in targeted countries. Besides, it provided the project management at HQ, as well as national staff, with the needed substantive guidance on issues of terrorism prevention, and additionally, it enabled the STRIVE Juvenile project and TPB to deliver a coherent message with national counterparts that was instrumental to sustain their continued engagement and support. Some stakeholders noted that synergies with TPB were more evident during project design and initiation and that they could be further strengthened during field implementation, with a caveat that this applies broadly to UNODC programming across the two thematic areas, not to STRIVE project in specific.

Likewise, within the UN-wide system, the Global Framework for UN Support on Syria/Iraq Third Country National Returnees (the Global Framework) constitutes the most relevant existing collaboration involving the UN family in relation to the themes addressed by STRIVE Juvenile. To ensure coordinated actions among UN institutions, STRIVE participates in relevant task forces of the Global Programme on Prosecution, Rehabilitation and Reintegration (PRR) in collaboration with the United Nations Office of Counter-terrorism (UNOCT), the UN Counter-Terrorism Centre (UNCCT), and UNICEF. In Iraq, the project’s staff engaged in inter-agency coordination platforms and working groups to ensure a ‘coherent UN support’ to the Government’s efforts to repatriate returnees from Al-Hol Camp in Northeast Syria to Jeddah Rehabilitation Centre in northern Iraq, the majority of which are women and children under twelve.

In relation to synergy between UNODC’s Regional and Country Offices in all partner countries, triangulated evidence demonstrated that STRIVE Juvenile maintained an adequate level of coordination and communication between UNODC HQ, Regional and Country Offices since inception to-date. To some extent, the project management capitalized on expertise from the regional offices to support project implementation. A notable example was the engagement of ROMENA in facilitating the adoption of the work plan by national counterparts in Iraq. Additionally, the evaluation underscored the added-value of engaging experts from Lebanon – with experience in a regional programme implemented by ROMENA – to conduct the five on-site assessments of reformatories for juveniles and young adults deprived of their liberty in the context of counterterrorism in Iraq, in what was described by an informant as “an illustration of how well STRIVE team managed to bring added value and relevant expertise to drive its project implementation”.

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28 The Global Framework provides integrated ‘all-of-UN’ technical and financial support that addresses the humanitarian and protection needs of returnees from Iraq and Syria while also responding to accountability and security concerns.


30 The project is titled “Strengthening prison management and fostering the social reintegration of offenders in line with relevant international standards and norms”.

EVALUATION FINDINGS
The choice of countries for the project’s partnerships considered their regional influence. Nigeria’s actions against Boko Haram significantly impact West Africa, the Sahel, and Lake Chad Basin countries. Similarly, Iraq’s response to Da’esh is crucial for the Middle East, while Indonesia’s leadership in the Association of Southeast Asian Nations (ASEAN) demonstrates its strong agenda-setting power. The Bali Call for Action, which predated STRIVE Juvenile project, exemplified how Indonesia exercised its political role as a multiplier of promising practices. Similarly, BNPT was also able to galvanize the issuance of a joint statement at the ASEAN regional forum in September 2021 that focuses on the treatment of children associated with terrorist groups. Nonetheless, the evaluation finds room for progress in future programming to engage key regional institutions or commissions (e.g. African Union, League of Arab States, ECOWAS and ASEAN) to encourage cross-national policy convergence and diffusion of knowledge outputs and policy tools beyond countries of implementation.

Many stakeholders consulted (at policy and practitioners’ levels) emphasized the importance of trans-national exchanges to fully benefit from the global programme’s scope.

**Finding 11:** Partnerships and collaborative relations with UN entities and research institutions were pursued across partner countries albeit to varying degrees. The project partnerships were instrumental in supporting project implementation and the expansion of its footprint at national and sub-national levels. There is scope for leveraging existing partnerships to support diffusion and uptake of project outputs to strengthen sustainability. Besides, opportunities exist for inter-agency collaboration to address capacity gaps for non-criminal justice actors such as social workers in the context of children’s rehabilitation and reintegration.

As envisaged by the DOA, interviews highlighted that collaborative linkages were established with the Office of the Special Representative of the Secretary-General on Violence Against Children (SRSG/VAC) that plays a key role as catalyst of actions in all regions, and across sectors and settings where violence against children may occur. The SRSG/VAC submitted a report to the General Assembly noting that “The Special Representative and the United Nations Office on Drugs and Crime have developed a joint strategy for programmatic cooperation on violence against children”31 which according to key informants was a direct result of the synergies created with STRIVE Juvenile and a “first of its kind joint strategy with a UN agency”. Other collaborative relations were sought by STRIVE Juvenile with other international actors in the context of conducting UNODC’s global research. This included information exchange and alignment with the European University Institute’s project “Managing Exits from Armed Conflict”, the UN University Centre for Policy Research (UNU-CPR) and the UN Institute for Disarmament Research (UNIDIR).

**Leveraging complementarity with UN Country Teams (UNCTs) was evidenced to varying degrees across the partner countries.** The project team operationalized a joint partnership with UN-Habitat in Iraq through a sub-grant agreement to deliver the engineering and construction work related to the renovation of two reformatories in Iraq (1 in Baghdad and 1 in Mosul). The evidence collected and analyzed by the evaluation shows that this inter-agency collaboration leveraged UN Habitat’s experience in the rehabilitation of housing and public spaces in Mosul since its liberation from Da’esh. Besides, the project complemented the work of UNICEF in Iraq and coordination has taken place ensure that no duplication of material provisions was made to any of the social reformatories between the two agencies, an area where UNICEF is also active.

In Indonesia, coordination with UNICEF according to informants was mostly at the level of information exchange during project inception. The evidence obtained demonstrates that there is scope for future inter-agency collaboration at the tactical level in addressing capacity gaps among non-criminal justice actors (such as staff from MOSA and the Ministry of Women and Child Protection). This is particularly important as the needs for assistance (thematically and geographically) exceed the capacity of one agency and hence optimization of investments is paramount. Besides, social workers require fundamental modules – such as child-sensitive communications- that prepares them for the more specialized modules on handling children associated with terrorist and violent extremist groups. Coordination has also taken place between the project and UNDP in the context of supporting the Government to develop a coordination mechanism for child

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31 Annual report of the Special Representative of the Secretary-General on Violence against Children, UN General Assembly, 21 July 2023
protection in the context of counterterrorism; a request for assistance that was previously supported through a UNDP Project that ended in March 2022 and was later taken forward through STRIVE Juvenile.

Although the evaluation could not evidence collaborative relations with other UN agencies in Nigeria, the work of STRIVE Juvenile has visibly complemented the work of UNICEF, IOM and UNDP that tackled issues of children outside the justice context. Stakeholders highlighted that the “Handover Protocol for children encountered in the course of armed conflict in Nigeria and the Lake Chad Basin Region” and the adoption of the “Nigeria Call to Action” were mutually reinforcing instruments. Some exchanges have also taken place with UNICEF to discuss the potential for incorporating individual child assessment processes in their Child Protection and Case Management Tool that was deployed by several government institutions and CSOs. However, inter-agency joint actions with UNICEF could not yet be operationalized despite being object of discussion at country level.

**Finding 12:** The project established important partnerships with CSOs and youth groups in both Nigeria and Indonesia at the time of evaluation. Although limited in scope, it was through these partnerships that the project managed to ‘model a holistic approach’ that combined preventive as well as response-focused interventions needed for the protection of children in the context of P/CVE.

As foreseen in the DOA, partnerships were established with civil society organizations and youth groups especially in relation to activities under Output 4 (resilience & reintegration) but also in the delivery of capacity building. At the time of evaluation, the project has engaged the EU Sounding Board and community leaders; and has selected, trained and mentored Youth Peace Champions (YPCs) in Nigeria. Yayasan Prasasti Perdamaian (YPP) and Peace Generation have been engaged in Indonesia. In addition, CSOs were also present as members of the national governance structures. The evaluation evidence underscored the added value of CSO partnerships in several ways. Informants elaborated that CSOs were well-positioned to bring in knowledge of the national and local contexts to the project planning and implementation processes. This was most evident in both Indonesia and Nigeria where CSOs were represented in the governance mechanisms since inception. When engaged as implementing partners and CSOs supported STRIVE Juvenile to promote awareness at the grassroots levels to strengthen children/youth resilience to violent extremism as well as promote community acceptance. Besides, CSOs and youth engagement helped to broaden the project’s geographical footprint at sub-national levels in Borno, Adawama and Yobe States in Nigeria and also in Bandung city in West Java in Indonesia that grappled with high levels of intolerance and volatility to violent extremism.

Partnerships were also established with national research partners in all three countries (one government entity and two civil society entities). The involvement of national research partners according to interviews was mutually beneficial. On one hand, it facilitated access to local communities and study participants who would have otherwise been difficult to access. At the same time, national research partners were exposed to increased knowledge and capacity particularly in areas related to ethical standards of research.

At the time of its inception, the project demonstrated a good degree of complementarity and harmonization with the EU efforts in Preventing/Countering Violent Extremism (P/CVE) and non-traditional conflict resolution. Although the project has proven its relevance and results according to key informants, the evaluation evidence pointed to a delay in considering and securing long-term financing beyond the first phase, which risks exacerbating fragmentation of donor effort in this thematic area.

Overall, the breadth of the project’s partnerships was quite significant and played an instrumental role to drive its internal and external coherence. However, the evaluation finds room for leveraging these partnerships to support the diffusion and uptake of project outputs including the developed training curricula beyond the project’s lifetime. The role of local research partners in promoting the dissemination of results and supporting policy advocacy efforts is an area that was underexplored by the project at the time of evaluation.
EVALUATION QUESTIONS:
1. To what extent is the project achieving its intended objectives?
2. To what extent has the intervention supported national partners as duty-bearers to progressively realize the rights of children associated with groups designated as “terrorist”?
3. To what extent has the project produced tailored communications and advocacy materials and activities that support the outreach and implementation of the project?
4. What have been the facilitating or hindering factors in achievement of results?

PROGRESS TOWARDS RESULTS

Specific Objective I - Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups in Indonesia, Iraq, and Nigeria (Contributed to by Outputs 1-3).

Output 1.1 - Enhanced global awareness over the phenomenon of child recruitment and exploitation.

Finding 13: The project has made good progress in promoting a child rights-based approach to preventing and countering terrorism and violent extremism that permeated across its four pillars. Stakeholders credited this project with providing an evidence-base to prompt a rethinking of the use of punitive measures for deterrence, and instead consider the strengths of rehabilitative approaches.

At the time of evaluation, the project has completed the three case studies that constitute the backbone of its global research that is expected to be published in the first quarter of 2024, according to internal informants. Managed by a UNODC global research team with substantive input from UNODC Research and Trend Analysis Branch (RAB) and TPB, the field work was conducted in the three countries between November 2021 and June 2022. The research pillar of STRIVE Juvenile was implemented through partnership agreements with two non-profit organizations, namely Habibie Center in Indonesia and Social Inquiry in Iraq, as well as the Institute for Peace, and Conflict Resolution in Nigeria; a governmental a think-tank affiliated to the Ministry of Foreign Affairs.

The majority of stakeholders interviewed have reiterated that this output has the potential to inform the improvement of government strategies, policies and mechanisms related to the prevention of and responses to violence against children by terrorist groups for a number of reasons:

1. Stakeholders considered the research to be a source of contemporary evidence in the midst of scarce research on this topic in all partner countries, noting that its value is reinforced by capturing the experiences of individuals who were affiliated with these groups as children.
2. According to informants, the research managed to de-mystify children’s association with terrorism by demonstrating through children’s experiences and stories, they were subjected to coercive recruitment methods, substantial victimization and exploitation, as in other forms of criminality and armed conflict. Hence, as interviewees explained, the research provided a solid evidence-base and “a research justification” for considering these children as “primarily victims”.
3. Through rich testimonies of adults who were affiliated with terrorist groups as children, the research encourages governments to re-think the use of punitive measures for deterrence, and instead consider the power of rehabilitative approaches. It provides evidence to support the utility of using child-centered and child rights-based approaches to counter-terrorism. As expressed by a government informant “the research provides a reference for us about the recruitment methods and will serve as the basis for our policies especially in prevention, rehabilitation, and reintegration.”
4. According to interviews, the research effectiveness is strengthened by its ability to unpack socio-economic marginalization and ethnicities as important drivers of recruitment, placing the role of ideology and indoctrination in perspective.

In terms of research dissemination, interviewed stakeholders have underscored the importance of promoting ‘increased visibility’ of the research outputs not only within partner countries, but more widely through regional and international partners, especially within EU institutions.

Output 1.2 - Review of legal and policy framework to prevent and respond to child recruitment and exploitation by terrorist groups is supported in Indonesia, Iraq, and Nigeria.

Finding 14: The project had a catalytic role to prompt important discussions on legal revisions in Indonesia as well as facilitating national consensus in Nigeria towards endorsing the main principles embodied in the ‘UNODC Roadmap on the Treatment of Children Associated with Terrorist and Violent Extremist Groups’. Beyond being a declaration of political intent, the evaluation finds promising indications where the declaration will support reductions in punitive treatment - and increased focus on rehabilitation - of children associated with terrorist and violent extremist groups.

At the time of evaluation, the legal and policy analysis of the existing frameworks were finalized in both Indonesia and Nigerian and were still in progress for Iraq (expected to cover both Federal Iraq and Kurdistan region). The project produced a guidance note on “a comprehensive approach to the treatment of children associated with terrorist and violent extremist groups in Nigeria” and a guidance note on “implementation of Juvenile Justice in the context of counter-terrorism in Indonesia”. The evaluation team sought to document examples whereby Government stakeholders are utilizing STRIVE’s technical guidance documents and analysis to address policy, legal or programmatic gaps. As such, the evaluation found that in Nigeria, the project has given a space – through the multi-stakeholder coordination structure – to the National Human Rights Commission to reinforce the need to abide by the international human rights conventions and local laws that hold actors accountable if they treat children “as adults” in the context of counter-insurgency. Besides, the project facilitated the development of the “The Nigeria Call to Action” that was widely perceived as a key milestone for establishing a coherent approach that anchors child rights within counter-terrorism, rehabilitation and reintegration. Having gone through all legal review procedures as any national policy, this statement of political intent, according to consulted stakeholders, is considered binding for prosecutors and is likely to support reductions in punitive treatment - and increased focus on rehabilitation. The document has been approved for use and was disseminated by ONSA to all key ministries at Federal and State levels. Key informants explained that the effectiveness of this political declaration lies in the rigorous legal revision process that it has passed, similar to any other policy document. Having been signed off by the Chief Legal Officer and endorsed by the Minister of Justice (who is also the Attorney General), the document – which is not a law – is still “very persuasive and binding” as expressed by a government informant.

The project’s effort in the legal and policy domain has also prompted government actions in Indonesia. At the legal level, the project’s facilitation of dialogue between institutions with remits for counter-terrorism and child protection has prompted BNPT to galvanize support for a legal review. Informants highlighted that it is geared towards increased harmonization between the Law No.11/2012 on the Juvenile Justice System that encourages the use of diversion as opposed to detention, and the restricted scope of its practical application in counter-terrorism, partly due to the legal inapplicability in cases that hold a sentence of more than 7 years which according to the Penal Code includes terrorism offenses.

At the programmatic level, the evaluation documented diverse ways in which the project had a catalytic role in prompting institutions to address gaps in the protection of children associated with terrorist and violent extremist groups. For example, in Indonesia the Ministry of Law and Human Rights – using the resources embodied in the guidance note and other resources – is taking steps to develop guidelines in collaboration
with YPP CSO for Officers in Juvenile Special Rehabilitation Facilities (LPKAs). Interviewees explained that the treatment of minors involved in terrorism cases is highly dependent on the resourcefulness of field officers without adequate processes, standards, and tools to guide them on how to handle minors from admission throughout profiling, assessment and in delivering rehabilitation. This gap will be filled through the new guidelines underway for the correctional facility officers. Similarly, the Ministry of Social Affairs (MOSA) is currently mapping the number of children ‘exposed to radicalism’ and identifying their respective locations. According to informants, the project has heightened their focus on this category of ‘children in need of special protection’. This was pertinent as it comes at a time when the Government prepares to deal with women and children related to FTFs who are beyond their borders and may not be implicated in terrorism. Additionally, the Ministry of Women’s Empowerment and Child Protection and MOSA have established a specific budget under a program called ‘Atensi’ (Assistance and Social rehabilitation) for children impacted by terrorism. As explained by interviewees, previously, this category was not adequately considered in programmatic budgets.

Output 1.3 - Increased capacity of professionals on strategies and measures to prevent and respond to child recruitment and exploitation by terrorist groups

Finding 15: The project met clear needs for institutional capacity building in all partner countries. Room for progress was identified in better aligning content and duration, incorporating practical TA modalities including peer-to-peer exchanges, and engaging social work practitioners from other countries to share best practices.

The delivery of capacity building by STRIVE Juvenile has been driven by the specific requests of partner countries leading to differential thematic focus of training topics in each country (see Annex VIII). Overall, the project’s training activities have focused on child-sensitive justice responses, treatment of children deprived of their liberty in connection with terrorist offences, and rehabilitation and reintegration strategies and measures, with a focus on psychosocial assessment. At the time of the mid-term evaluation, the project had delivered a total of 26 training courses (including Training of Trainers) reaching a total of 600 individuals (see table 4). The trainings did not only target public officials but also other stakeholders outside the public sector that have important roles to play in preventing and responding to violence against children by terrorist and violent extremist groups including CSOs, youth and local community leaders.

Table 4: Completed training activities by country disaggregated by gender (as of 19th October 2023)

| Completed Training Activities by Country (as of 19th October, 2023)          |
|-----------------------------|-----------------|-----------------|----------|----------|
| Number of Trainings         | 13              | 4               | 9        | 26       |
| Total Number of Persons     | 218             | 112             | 270      | 600      |
| Total number of Females     | 136             | 26              | 126      | 288      |
| Total number of Males       | 82              | 86              | 144      | 312      |

Source: Evaluation team elaboration

In terms of satisfaction with the quality of trainings delivered, triangulated data from interviews and the online survey substantiate the project’s monitoring data gathered through post-test evaluation questionnaires which reflected a high degree of satisfaction. A total of 55% of survey respondents rated the overall quality of training as ‘excellent’ and 43% rated it as ‘good’.

Figure 6: Survey responses on the utility of trainings to support improved prevention and response
In the context of your institution’s work, to what extent has the training(s) contributed to enhancing your capacities for improved prevention and response to violence against children by terrorist and violent extremist groups?

Source: Online survey responses collected via SurveyMonkey Platform

The analysis of the online survey results showed that the project contributed to a number of individual-level changes for trained professionals across partner countries that could be organized into three themes:

1. **Conceptual transformations about the child-specific vulnerability to coercion and exploitation by terrorist groups and the need to provide assistance that is geared towards addressing their victimization.** Respondents highlighted that the trainings enabled them to prioritize the ‘best interest of the child’ in the context of investigations, prosecution as well as rehabilitation. As articulated by a respondent in Nigeria: “As a result of this training, I clearly understand how, when to interview a juvenile and even when to stop. I equally understand the special right of juvenile in criminal justice knowing how physical abuse and trauma affects them in prosecution or defense contexts”.

2. **Expanded knowledge and tools to conduct structured and comprehensive assessment processes for children.** Respondents reported gaining exposure to varied practical tools and techniques for mapping out support systems and relations (e.g., ecomap), tracing family traits (e.g., genogram), identifying the root problems using ecological theory, following standardized steps in assessment, delineating types of assessments, composing questions on physical, mental, spiritual aspects, and conducting interviews with children and families affected by terrorism. In Indonesia – where the number of children’s cases in terrorism-related offenses is very low – respondents highlighted the applicability of the knowledge and tools in handling other types of children in need for special protection. Interviewed social workers in Indonesia have particularly highlighted that the improved psychosocial assessment quality is critical for determining the most appropriate programmes for rehabilitation and reintegration.

3. **Improved networking and linkages to other institutions with remits for preventing and responding to VAC by terrorist and violent extremist groups.** This was particularly relevant given the coordination challenges faced by different governmental institutions, which frequently implied that they were not always aware of the services provided by others and by CSOs. The benefits of multi-sectorial trainings were most evident in Nigeria and Indonesia whereas Iraq’s trainings have thus far been institution specific. Many professionals who received multi-sectorial trainings credited these capacity building opportunities with
improving case management and referral pathways. As one respondent described “I am able to better understand the handling flow, which institutions need to be contacted and which resources are available for supporting children”.

To improve the quality and effectiveness of future trainings, the evidence obtained through data collection highlight that future improvements could be introduced to training content, targeting and geographical focus. In terms of content enhancement, many respondents suggested that some trainings required longer duration especially TOTs to deliver the required competencies. They also emphasized the need to better align the content to the duration to allow for peer interaction and better comprehension. More practical modalities within the trainings, like visits to correctional facilities, were suggested for better learning. Stakeholders across countries stressed the importance of trans-national knowledge exchange among practitioners on STRIVE Juvenile thematic issues, leveraging UNODC’s global expertise. While most informants were content with the trainers’ professionalism, social workers suggested the value of involving experienced peers from diverse regions as trainers or guest speakers to enhance exposure to global practices. Survey respondents sought continuous engagement through a knowledge-sharing channel or platform for trained professionals.

In terms of targeting of training professionals, the evaluation identified additional stakeholders that were deemed as essential by informants across partner countries. These included internal supervisors and guards in social reformatories in Iraq who interact consistently with juveniles, juvenile prosecutors as well as social workers who support the adjudication of juvenile cases as part of the judicial process. Similarly, Community Orientation and Mobilization Officers (COMOs) in Nigeria were identified as an important category of officers who play important roles in promoting reintegration as they have access to local communities across all states as part of the national orientation agencies.

In terms of geographical focus of trainings, stakeholders have widely expressed the need to consider further decentralization of trainings to regions, states and local communities that are closer to conflict-affected areas. STRIVE Juvenile has exerted efforts to respond to this need – within available resources – by expanding its training offerings in Iraq to Nineveh Governorate, and similarly in Indonesia to Central Sulawesi, Central Java, West Java, and West Nusa Tenggara provinces.

**Specific Objective II – Increased resilience of children against violent extremist agendas in Indonesia, Iraq, and Nigeria.** *(Contributed to by Outputs 2.1 and 2.1a Iraq Component)*

**Output 2.1 - Increased capacity of children and their environment to resist recruitment attempts and to successfully reintegrate into society.**

**Finding 16:** The children’s participation pillar of STRIVE Juvenile project, albeit limited in geographical scope, presented creative methods for engaging children, CSOs and youth in promoting resilience against violent extremism at local community levels. The sequencing of project activities has somewhat limited the timeframe needed for community engagement activities to mature and deliver measurable results. Nonetheless, these pilot community interventions in Borno State in Nigeria and West Java in Indonesia present opportunities to gather data and field insights to support their dissemination and future scalability.

At the time of evaluation, the project had been implementing two important community awareness/advocacy interventions using different and yet complementary approaches. On one hand, the Nigeria community-driven actions have relied on the identification, training, and support to 16 Youth Peace Champions (YPCs) from Maiduguri community in Borno State. These YPCs were empowered to organically organize awareness and advocacy activities both online and on-ground. Online activism included – but was not limited to – “See the Child Awareness Campaign”, or animation and monthly/bi-weekly online discussion spaces. Similarly, they
engaged in on-ground awareness activities that included local advocacy visits, inter-generational dialogues, townhall meetings, and promoting messages through traditional informal gatherings such as Majalisa. Interviewees from the government and non-government sectors have widely perceived the community outreach component as vital for children’s resilience and successful social reintegration, despite its limited geographical focus. First, it was highlighted that community-driven awareness was a key enabler for strengthening “preventive actions” for the protection of children focusing not only on children’s sensitization, but also on reminding families of their role as duty-bearers to provide them with protection.

Second, it was deemed that top-down approaches to rehabilitation and reintegration are lacking if there is not enough support within communities for ‘social reintegration’ that is built on acceptance for these children. Besides, interviewees emphasized that driving down the project’s messaging to the local communities facilitated community dialogue structures that brought youth and community leaders (including Imams that are influential) to speak in one voice. Through such dialogue structures, and by introducing youth to a wide spectrum of government institutions, stakeholders noted that the project is helping to strengthen referral pathways for children, including addressing the challenges of gender-based violence. At the time of evaluation, the project was preparing to handover responsibility for the community-dialogue structures to the Borno State Ministry of Women Affairs and Social Development (lead agency for rehabilitation and reintegration of ex-combatants associated with Boko Haram) and the National Orientation Agency (the organ of State government that has the mandate, outreach and capacity for public sensitization). Nonetheless, the evaluation has also underscored that the sustainability of such awareness efforts through NOA is somewhat limited by the availability of financial resources. Besides, many interviewees pointed out to the relatively short time frame dedicated to the awareness and resilience component, noting that it could have benefited from a longer time span and potential engagement of local CSOs. In addition, interviewed youth also highlighted the need to consider the provision of tools, such as tablets, that support better content creation using arts and animation.

The project produced tailored communications and advocacy materials that support the outreach efforts in Nigeria. This included visibility materials with key messages like T-shirts, stickers, pamphlets, a manual booklet on the use of social media for peacebuilding, and online ads and animation for peace building. The YPCs were also involved in designing and collating a comic book to use it in awareness raising with AlMajiris who are considered among the most vulnerable and susceptible to recruitment. According to interviewees, the estimated reach of advocacy materials was around 100,000 individuals in each community, but it was more challenging to affirm these figures or assess within the context of this evaluation the reach and engagement created by the online campaigns and the on-ground efforts.

In Indonesia, another approach to promoting children and community resilience was utilized. Through an implementing partner agreement with Peace Generation, a local social enterprise, the project worked with the national Scouts Movement (called Pramuka) to promote peace education, tolerance, and resilience to extremism. The activities were focused in Bandung, the provincial capital of West Java, and the city of Cimahi. At the time of evaluation, the CSO reported that they engaged a total of 17 schools, trained 30 mentors from senior high schools and reached a total of 264 students with peace education and awareness. The project facilitated the development of several peace learning media for scouts including a card game, a web application, gamification, educational booklets, and a board game. At the time of evaluation, community-led interventions had not yet commenced in Iraq. The project’s engagement with local communities, including CSOs and youth, has provided essential support for enhanced child protection. This output opened a new perspective in UNODC’s work that often engages with government interlocutors in top-down approaches. This pillar of STRIVE Juvenile, albeit limited in geographical scope due to a limited budget, presented creative

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32 Majalisa is a traditional male assembly or hangout.

33 Under the age-old tradition of al Majiri system, these kids are popularly called ‘Almajiri’ – children from poor homes usually sent to Islamic boarding schools.
methods for engaging children, CSOs and youth in promoting resilience. In this context, the evaluation underscores the potential of taking stock of these “targeted community-driven interventions” in both Nigeria and Indonesia to enhance organizational learning on models of integrating bottom-up approaches in the protection of children in the context of counterterrorism and P/CVE.

**Output 2.1a - Increased capacity of children and their environment to resist recruitment attempts and to successfully reintegrate into society (Iraq Component)**

**Finding 17:** In Iraq, the evaluation team was able to substantiate equipment delivery and use through the site visits to three social reformatories and one Observation House in Baghdad, and interviews conducted with management and staff. The quality of equipment was positively rated by stakeholders and is contributing – collectively, with efforts from other actors - to improvements in hygiene, health, education and vocational training for juveniles deprived of their liberty.

This output was particularly tailored to meet the Government of Iraq’s request for assistance in improving the conditions in social reformatories for detained juveniles. According to informants, until a few years back, reformatories had suffered severe overcrowding and inadequate living conditions. Consequently, the environment was not conducive to delivering quality rehabilitation programs. During the field mission to Iraq, the evaluation team visited three social reformatories and one Observation House targeted by the project in Baghdad, in addition to meeting the manager of the Boys rehabilitation school in Mosul. (See table 5)

**Table 5: Status of services received by social reformatories in Iraq**

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Age Group</th>
<th>Number of Detainees</th>
<th>Status of services received by Social Reformatories in Iraq (October 2023)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boys Rehabilitation School in Alrashad (Baghdad)</td>
<td>9-14</td>
<td>321</td>
<td>Training of social workers <strong>Delivered</strong> Equipment and tools <strong>Delivered</strong> Renovation of infrastructure <strong>Pending</strong></td>
</tr>
<tr>
<td>Boys Rehabilitation School in Topchi (Baghdad)</td>
<td>15-17</td>
<td>248</td>
<td>Training of social workers <strong>Delivered</strong> Equipment and tools <strong>Delivered</strong></td>
</tr>
<tr>
<td>Observation House in Topchi (Baghdad)</td>
<td>9-18</td>
<td>101</td>
<td>Training of social workers <strong>Delivered</strong> Equipment and tools <strong>Delivered</strong></td>
</tr>
<tr>
<td>Young Adults Rehabilitation School in Jaefer Al-Rahmaniya (Baghdad)</td>
<td>18-22</td>
<td>276</td>
<td>Training of social workers <strong>Delivered</strong> Equipment and tools <strong>Pending</strong></td>
</tr>
<tr>
<td>Boys Rehabilitation School in Mosul (Nineveh Governorate)</td>
<td>9-22</td>
<td>357</td>
<td>Training of social workers <strong>Delivered</strong> Equipment and tools <strong>Delivered</strong> Renovation of infrastructure <strong>Pending</strong></td>
</tr>
</tbody>
</table>

*Source: Evaluation team elaboration*
The evaluation team was able to substantiate equipment delivery and use through the site visits conducted and discussions with management and staff. The equipment included — but was not limited to — washing machines, equipment and supplies to support vocational training in barbering, blacksmith and sewing, sports and recreation equipment, TV screens, and air condition units that were observed inside the wards. Overall, the quality of equipment was positively rated by stakeholders, as it is contributing to enhancing the conditions for detained juveniles according to anecdotal evidence shared by management and staff. It is important to consider these results as part of wider efforts also by other international actors that are active in this space:

- There is considerably a lower number of cases of bullying and violence reported within reformatories.
- The vocational training equipment enabled the institutions to offer rotational vocational training every three months. Juveniles charged in cases of terrorism — who until a few years back were not allowed to interact with detainees in civil or criminal offenses — are increasingly asking to enroll in vocational training.
- There are reduced instances of dermatological health issues that are prevalent in detention settings as well as reduced instances of tuberculosis.
- Success rate in the “accelerated education” offered in these reformatories is also reported to be improved.
- Reformatories began to introduce sports competitions, dedicating time for children/young adults to enjoy the leisure equipment such as the baby foot game tables delivered by the project.

The renovation works in the Social Reformatory in Mosul — which is expected to be the most extensive in scope — was still in progress at the time of evaluation through STRIVE’s implementing partner UN Habitat. According to informants, the infrastructure work planned for Mosul involves structural improvements to the living environment, including a sustainable electric system using solar energy, a firefighting system, the design of open public spaces, as children need to have an open green area to spend time outside.

FACILITATING AND HINDRANCE FACTORS IN IMPLEMENTATION

Finding 18: The project faced internal and external challenges during implementation. However, the commitment of national partners, the diligence of UNODC’s project management, and the mobilization of locally relevant expertise enabled the project to adapt and respond to challenges in an effective manner.

Internally, there were several factors common across all targeted countries which helped ensure effective implementation of the project. These included the strong reputation of UNODC, and the trustful relations that were already established with national governments across targeted countries. The experienced and responsive project team was recognized by external stakeholders as facilitating project implementation. Additionally, the ability of STRIVE Juvenile to engage substantive expertise at HQ level as well as localized experience through the national teams facilitated the project’s agility to resolve any substantive or administrative challenges during implementation.

Conversely, the main internal hindrance factors were related to navigating internal administrative procedures including procurement and the lengthy process for hiring of national consultants. According to informants, the administrative regulations and pace were not supportive of the project’s agility in responding to stakeholders’ requests in a timely manner. The reliance on administrative support from the regional offices — with remits for approving requests from many countries — meant that the approval cycles were often lengthy. Another internal challenge was related to the sequencing of project interventions whereby community-driven actions had a relatively limited timeframe towards the end of project implementation in all three countries.

The project team highlighted that the delayed implementation of these activities was necessary to ensure that mappings of existing interventions were undertaken, security conditions were in place and appropriate partners were selected. Stakeholders interviewed emphasized that delivering tangible results in community awareness and sensitization efforts require a longer implementation time frame particularly that children in conflict with the law are at high risk of suffering lifelong stigma and social isolation. As described by a
government informant “Some families are unwilling to take their children from correctional facilities back home. They are either left behind or dishonored.”

A third internal challenge noted by interviewees was related to the short duration of some training vis-à-vis their content which precludes addressing the topics in-depth. Nonetheless, few interviews also highlighted that holding longer trainings would have been challenging due to the shortage of staff (such as social workers) who are unable to be dedicated to training due to their case workload at their centers. As a result, the evaluation has underscored the value of exploring hybrid training modalities in the future that combine classroom training with other modalities such as on-job coaching, shadowing, mentoring and/or self-paced online courses. In terms of human resources, some stakeholders pointed out that they would have benefited from additional staff on the ground with substantive expert profiles to support a more sustained engagement with counterparts at the level of advocacy and policy influencing.

Externally, key informants highlighted common facilitating across the targeted countries. First, the sustained involvement of the lead national counterparts in project oversight, coordination and implementation was a recurrent support factor. The governance structures established from project inception and throughout implementation was widely acknowledged as a facilitating factor. They served – among many other roles – to address bottlenecks and to expedite and obtain the government support necessary to execute planned activities. Second, the selection and engagement of local implementing partners was another important factor in facilitating implementation. This was perhaps most notable in the engagement of local research institutions to support the delivery of the research component; an approach that was deemed by interviewees as valuable for facilitating access to research informants as well as supporting the contextualization of research and its local appropriateness.

Conversely, the project faced common external hindrance factors that recurred across the targeted countries. First, the Covid-19 pandemic and the mobility restrictions slowed the pace of country-level execution during the inception phase; an issue that did not affect overall project delivery as planned training and other activities commenced in years I and II of the project. Second, stakeholders cited a high turn-over among government employees as a key structural impediment to the effectiveness of the capacity building efforts. The frequent rotation of government staff and the lack of resources dedicated to hold systematic training for new staff limit the effectiveness of investments in one-off capacity building activities. Also, the shortage of staff within certain specializations (such as social workers in Indonesia and Iraq and psychological counselors in Iraq) was another structural challenge to sustaining improvements in rehabilitation and reintegration.

IMPACT

Finding 19: The project demonstrates progress in several areas that have the potential for long-term positive impact. This includes the production of knowledge assets, the visibility of child protection in the context of counter-terrorism in domestic political/policy debates in some partner countries, the facilitation of institutional coordination within partner countries, and the contribution to improved living conditions of detention and the treatment of children and juveniles deprived of their liberty in Iraq.

At mid-term stage, it is too early to assess impact as such. Project interventions are still ongoing in all partner countries and components related to children’s resilience and community participation in Iraq are scheduled to take place from year IV of the project, starting in 2024. Besides, STRIVE complements a range of other efforts of bilateral or multilateral donors that work either in child protection or in terrorism prevention and response, which also make attribution of impact more difficult to assess. Additionally, it is important to

EVALUATION FINDINGS
One notable element of likely impact that emerges from interviews may concern the systemic visibility of child protection in the context of the counter-terrorism agenda in the domestic political/policy debate and legal frameworks across the target countries. In Indonesia, the interviewees noted that the project’s key partner (BNPT) has galvanized support for revisiting the laws and regulations on children in the criminal justice system and using juvenile justice law instead of counter-terrorism law when dealing with children, having recognized the need for eliminating the obstacles to the applicability of diversion measures for children in counter-terrorism offenses, and the importance of counting on judges knowledgeable on child-sensitive approaches. This has potential for bringing improved harmonization between the counter-terrorism legislative framework and the expanded use of diversion measures as embodied in Law N.11/2012 on the Juvenile Justice System. Similarly, in Nigeria, the project facilitated the adoption of the “Nigeria Call to Action” which was deemed by the majority of stakeholders as a key political declaration that holds the potential to inform the way children are treated in the context of terrorism prevention and response as victims by aligning the humanitarian and security agendas. Although the Call to Action is primarily a statement of political commitment, some stakeholders explained that as a document that was signed by the Chief Law Officer, it passed through the legal advice procedures as any other policy and hence it is considered in some ways ‘legally binding’, for which civil servants including prosecutors can reference it as policy. With the advent of a new Government in Nigeria, including a new Security Adviser and new Youths Minister, the capacity of the project to maintain the momentum created through this political declaration is contingent in part by continued political advocacy and on the receptiveness of the new administration to adopt the same position on children’s association with terrorism. In the case of Iraq, despite discussions taking place around the perception of children as victims rather than perpetrators, the focus has been placed on material and training needs rather than on the legal frameworks.

Another area of potential impact is the related to the use of the knowledge products including training modules by project partners. This encompasses situational analysis, research, technical assistance tools, training manuals, policy advice, procedural guidance notes as well as country-specific products such as the Assessment Report of the Observation House and Four Rehabilitation Schools in Baghdad and Mosul, Iraq. Interviewees especially from the government sector have placed a lot of emphasis on the utility of these ‘intangible knowledge assets’ in informing not only policy revisions but government programming in the future. In Iraq, it was noted that UNODC assessment of social reformatories was an invaluable output that alerted stakeholders to the international standards for institutions that provide rehabilitation and reintegration for children deprived of their liberty, illuminating all aspects of living conditions including the environmental conditions (e.g., air quality and sun exposure). A notable example was also documented in Indonesia where Habibie Center, inspired by their work on research and their engagements in local communities during field work, developed a module to be used in trainings in central Sulawesi, in partnership with a local NGO. The training targeted ex-prisoners of terrorism, focusing on social psychology aspects and livelihood skills to promote disengagement from violent extremism. Similarly, a government institution in Nigeria designed a special module on the differentiated needs of girls and women in terrorist groups as part of their trainings on basic conflict management. These examples demonstrate a potential ‘catalytic impact’ of this project in knowledge production and awareness raising.

A third area of likely impact is related to fostering inter-agency linkages and coordination to support the attainment of children’s rights in the context of counter-terrorism. The project facilitated different types of institutional and community linkages that cut across child protection, humanitarian, security and justice sectors including: First, inter-governmental linkages were facilitated such as those promoted in Nigeria.
between the Joint Investigation Centre (JIC) managed by the military, as part of Operation Safe Corridor and the Ministry of Women Affairs and other child protection actors. According to informants these joint efforts had a positive impact on the immediate release of children from the detention center Giwa Barracks. Interviewees highlighted that the project played a fundamental role to bring about ‘a change in attitude towards children as victims’ noting that security agencies have realized that detaining children in these facilities increases their trauma levels and worsens their behavior, ultimately heightening the need for educational and other support services. Consequently, children are increasingly being released and handed over to the Ministry of Women Affairs and Social Development. Secondly, Government-civil society linkages were also promoted such as those fostered in Indonesia between the Ministry of Law and Human Rights (MOLHR) and YPP. While this partnership pre-dated STRIVE Juvenile, informants nonetheless credited STRIVE with the provision of resources that help both entities to a develop guidelines on the treatment of children within the justice system providing field officers with practical guidance on admission to LPKAs, treatment, profiling and assessment as well as rehabilitation and reintegration. Thirdly, CSO-community linkages were equally facilitated in both Nigeria and Indonesia giving an impetus to awareness raising activities and peace building processes to support increased resilience to recruitment and violent extremism as well as to enhance community readiness to children’s reintegration.

Finding 20: The longer-term impact from capacity building is highly contingent on the ability of the project and its partners to institutionalize and sustain the training within existing ministries and government agencies to reach “a critical mass” of professionals within each institution that can have a noticeable impact at the institutional level. Structural issues such as the shortage of trained personnel within government institutions entrusted with children’s rehabilitation and reintegration, staff turnover, absence of clearly resourced cascading plans for training are among the factors that impede sustained impact on institutional capacities.

Another area for potential long-term impact is the contribution to increased knowledge and skills of more than 600 professionals which is a positive development towards longer-term impact in safeguarding children from the threats posed by terrorist and violent extremist groups and promoting their well-being. However, the longer-term impact from capacity building is highly contingent on the ability of the project and its partners to institutionalize and sustain the training within existing ministries and government agencies to reach “a critical mass” of professionals within each institution that can have a noticeable impact at the institutional level. At the mid-term stage of the project, the evaluation team could not substantiate concrete efforts and/or allocated resources within governmental institutions towards expanding the training efforts beyond what the project delivered. It was also evident that the long-term impact of capacity building is also curtailed by structural issues such as the shortage of trained personnel within governmental institutions entrusted with children’s rehabilitation and reintegration.

Finally, indications towards longer term impact are also evident in Iraq, where investments were made to enhance the physical infrastructure and living conditions in social reformatories for children and juveniles deprived of their liberty. These enhancements go beyond mere cosmetic changes; they are designed to create a more conducive environment for rehabilitation and personal growth of these children. Alongside structural improvements - such as for example the construction of a second floor for rehabilitation with special classrooms and wards in the Mosul social reformatory -, there has been a concerted effort to elevate the standard of living within these institutions. Examples of this include reconstructed playgrounds, improved outdoor areas, and vocational training facilities with appropriate equipment. Moreover, these initiatives ensure better access to education and recreational activities, which are crucial for the holistic development of these children. By addressing their immediate needs and providing an environment conducive to personal development, these reforms aim to break the cycle of deprivation and incarceration, offering these young individuals a better chance at a future once they leave the reformatory system.

34 In 2016, the Nigerian government-initiated Operation Safe Corridor, a rehabilitation and reintegration project aimed at low-risk, “repentant”, Boko Haram fighters. Members of this group who are deemed eligible for the project undergo several weeks of religious counselling, vocational training, and psychosocial support.
EVALUATION QUESTIONS:
1. To what extent are the benefits of the project likely to continue after it ends?
2. To what extent does the project ensure ownership by national counterparts?
3. What factors are likely to hinder or facilitate ownership and sustainability?

Finding 21: Some of the project benefits lend themselves to be sustained more than others. Knowledge products and policy guidance tools continue to inform national actors on key gaps and programming needs. Sustaining the use of this repository of knowledge hinges also on concerted efforts across UNODC justice and terrorism prevention thematic areas to promote wider diffusion of STRIVE Juvenile research outputs and operational guidance tools to strengthen the uptake of evidence into the policy processes.

The project design and implementation included elements to facilitate ownership including the alignment with national security and children’s rights agendas, strong engagement of government counterparts since project inception, engaging them actively in project oversight and decision making. The early establishment of national governance mechanisms also created foundations to strengthen national involvement by ensuring the project’s activities are relevant and responsive to the evolving local needs and contexts.

Triangulated data has shown that the project’s knowledge products including – the situational analysis reports, the country case studies, operational guidance documents - are expected to continue to guide national actors in addressing policy gaps and programming needs at the intersection of security, justice systems, and child protection. The project has focused on utilizing local skills and expertise in each country, working in collaboration with national research partners, and engaging local professionals in capacity-building activities. Notably, guidance notes developed with national experts in Nigeria were translated into Hausa and Kanuri languages, improving accessibility and practical application in Northeast Nigeria in Borno, Adamawa, and Yobe States. Similar efforts were done in Indonesia to avail produced knowledge materials in Bahasa. The project also valued local expertise through partnerships with national research entities prompting the formulation of follow-up research that will be conducted in Indonesia by the Habibie Centre in collaboration with BNPT. It adopted a consultative approach in developing case studies and involved field professionals during the capacity-building phase to enhance learning and application. As articulated by a Nigerian government representative “What we learned from the research is invaluable and will continue to inform work for years to come.” In Nigeria, ONSA played a pivotal role in disseminating the Call for Action, developing a document for distribution to heads of government agencies, ministries, and parastatals. This underscores ONSA’s commitment to integrating the project’s guidance into national operations.

Internally within UNODC, the evaluation finds that sustaining the repository of knowledge – and training manuals and tools- developed through STRIVE Juvenile is also contingent on the continuation of systematic coordination across the End Violence Against Children (currently under the crime prevention and criminal justice thematic area) and terrorism prevention thematic areas within UNODC. According to informants, child protection in the context of counterterrorism and P/CVE was an important aspect of UNODC’s P/CVE efforts and hence continued emphasis is needed on strengthening these cross-sectorial linkages, making sure the project outputs can be disseminated through both the TPB and the End Violence Against Children programming for the benefit of member states.
**Finding 22:** The project employed the TOT modality to a limited extent to enhance the sustainability of its capacity building efforts in both Indonesia and Nigeria. Government plans to replicate or cascade training beyond the project’s lifetime were limited. Structural impediments such as staff turnover and shortage within certain specializations entrusted with key roles in rehabilitation and reintegration hinder the sustainability of training benefits.

The project implemented specific measures to improve the sustainability of its training programs. **A key approach was to conduct Trainings of Trainers (ToTs) in addition to one-off training activities in Indonesia.** This was particularly pertinent as the decentralization of training and the need to enhance institutional capacities in Social Welfare Organizing Institutions (LPKS) outside Jakarta was a clear government priority. In Indonesia, trained professionals demonstrated their commitment and ownership by successfully applying the training materials in LPKS in Central Sulawesi, Central Java, and West Nusa Tenggara. **Within the project’s budget, the use of the TOT modality was limited in scope and did not systematically cover all training themes or targeted institutions.** Trained professionals consulted have underscored the importance of organizing TOTs more frequently in the future, offering participants opportunities to re-attend, and that they should extend to grassroots levels for deeper engagement in conflict-affected communities. The sustainability of capacity building efforts faces several impediments as demonstrated by triangulated data. At the operational level, the scope of training remains limited to the selected professionals trained by the project. The evaluation could not evidence systematic efforts, plans and/or financial allocations by government institutions to cascade or expand training offerings to additional groups of professionals.

At a more structural level, there were other hindrance factors to the sustainability of training benefits. This included the **frequent rotation of key personnel across all partner countries which can disrupt continuity and weaken institutional memory, making it difficult to maintain ownership over time.** Besides, there is a **shortage of key personnel that support important rehabilitation and reintegration needs** (including social workers in LPKS in Indonesia and in social reformatories in Iraq, as well as the scarcity of psychiatrists/psychologists who can deal with severe cases of mental trauma and diseases that may face children and young adults in social reformatories in Iraq).

To sharpen the focus on sustained project benefits, informant suggested that the project should closely work with their national stakeholders (i.e., government agencies, local research organizations and local NGOs) to support the uptake and diffusion of training manuals/tools within local training systems and capacity building programs. This includes - but is not limited to - the training platforms in the MOLHR in Indonesia; the Knowledge Hub Platform in BNPT, the training Institute of the Ministry of Social Affairs in Indonesia, the NHRC specialized trainings in Nigeria, among other opportunities. Stakeholders have also suggested exploring the potential for wider access to UNODC’s own Learning Management System to avail training modules to additional government professionals. **At the time of evaluation, sustainability plans were being drawn to support exit in both Nigeria and Indonesia** and hence concrete examples of such integration were not yet operationalized. Internally within UNODC, the evaluation has highlighted the need for closer cooperation between the Crime Prevention and Criminal Justice Section and the Terrorism Prevention Branch to optimize the diffusion and uptake of the operational guidance tools and training manuals, embedding child protection considerations and practices within wider counterterrorism and P/CVE efforts.

**Finding 23:** Shifting donor priorities curtails continued national ownership and commitment. This reflects a broader challenge where projects that are successful in their pilot phases struggle to secure the commitment needed for long-term implementation that meets the expectations of national counterpart institutions.

The sustainability of the project hinges critically on identifying donors and prioritizing fundraising in its work plans. The project management, at the time of evaluation, was actively engaged in fundraising, exploring funding opportunities from potential donors and delivering funding proposals. Evidence suggested that **there was a strong interest among national partners to not only sustain but also expand the project’s results, especially at sub-national levels.** The project which was “conceptualized as a pilot” by the European...
Commission (EC) currently faces a significant challenge due to its inability to secure longer term financing beyond its current phase. This reliance threatens the continuity of national ownership and commitment, which are vital for the project’s success but risk weakening without consistent external assistance. This situation is indicative of a broader issue faced by many projects that achieve success in pilot phases but struggle to secure the commitment and necessary resources for long-term implementation. Addressing this dependency and cultivating more sustainable, diversified sources of support and funding will be crucial for the project’s effectiveness, impact and overall sustainability.

**HUMAN RIGHTS, GENDER EQUALITY, DISABILITY INCLUSION AND LEAVING NO ONE BEHIND**

**EVALUATION QUESTIONS:**
1. To what extent has the project design and implementation fully considered human rights, gender equality and inclusion?
2. To what extent has the project supported the dignity and rights of children and specifically taken into account the consequences of violence and trauma?

**HUMAN RIGHTS**

**Finding 24:** The project effectively merges child rights principles with counter-terrorism priorities, focusing on the protection of children from recruitment and exploitation by terrorist groups. It contributes to influencing perceptions among policymakers and professionals in Indonesia, Iraq, and Nigeria, recognizing children affected by terrorism and violent extremism as primarily rights-bearing victims, and focusing on their dignity and the impact of violence and trauma.

The STRIVE Juvenile project is grounded in the principles of the UNCRC and adheres to its definition of ‘children’ as individuals below the age of 18. Aligning its operations with five international legal regimes, the project has infused a multidisciplinary approach across its activities that embodies the complex interplay between P/CVE and its security interests and child rights comprising the protection of children against violence by bridging the gaps between these areas. The project draws on expertise that led to the development of four specialized technical publications: the Handbook and three training manuals, along with the roadmap, conceptualized under the UNODC’s Global Programme to END VAC.

The project underscores the critical role of the justice system in preventing and responding to violence against children associated with terrorist and violent extremist groups. It places emphasis on a comprehensive approach to the treatment of these children – encompassing efforts by judicial, social, child protection institutions as well as society as a whole - that should act as a shield for the children. Triangulated evidence indicated the project’s significant role in addressing the complex legal situations of these children and altering the perception of policymakers and professionals in three partner countries. It has promoted the legal status of children associated with terrorist and violent extremist groups as primarily victims and rights holders in need of protection, rather than perpetrators. This shift, evidenced by initiatives like the 'Call to Action' in Nigeria, results from focusing on legal, policy frameworks, and capacity building. In the three countries, this conclusion was also reached through consultations with counterparts and stakeholders during the evaluation, and from the survey responses of professionals who took part in the capacity-building trainings.

**Finding 25:** The project emphasized effective justice responses, rehabilitation, and reintegration - and to a lesser extent prevention efforts- while adhering to human rights, gender equality, and international law. Through its complementary pillars, the project advocated and worked for the respect of key principles in juvenile justice in the context of counterterrorism and P/CVE, emphasizing the legal status of children as primarily victims, using prosecution and deprivation of liberty as last resorts, and advocating for a system
focused on restorative measures, rehabilitation, and reintegration in line with international law, standards and norms. Triangulated evidence from Indonesia highlights the project's focus on specific issues like the limited use of diversion for children in terrorism-related cases, often facing harsh penalties exceeding 7 years of deprivation of liberty. Additionally, the project has contributed to discussions, led by UNICEF, about raising the minimum age of criminal responsibility (MACR) in countries like Iraq to meet international standards, particularly the UNCRC.

The project emphasizes recognizing and addressing the trauma experienced by children in its rehabilitation and reintegration efforts, primarily through capacity-building. Training sessions focus on comprehensive assessments and trauma-specific services tailored to each child. Moreover, research in the three countries highlights the wide-ranging impact of violence on children's lives, advocating for trauma-informed care. This holistic approach aims to support healing, recovery and reintegration, acknowledging these children as victims needing specialized care. While full implementation of these methods by all trained professionals is not confirmed by this evaluation, some have reported during consultations applying these new tools and techniques in their practices.

The project, acknowledging the role of prevention and children and community involvement in combating the phenomenon, placed a comparatively smaller emphasis on prevention. While it worked to create a protective environment and enhance children's autonomy through awareness, these efforts were not as extensive. Collaborations in Northeast Nigeria with YPCs and CSO Peace Generation in Indonesia, aimed to educate and protect children from terrorism and violent extremism. However, these initiatives were limited in geographic reach and scope, partly because they were implemented towards the project's end in these regions. The project’s commitment to human rights, particularly child rights and protection, is evident through the involvement of child rights experts in its design and implementation, by either project team members or external consultants. The evaluation revealed that research conducted during the project's inception phase provided a comprehensive, human rights-focused overview of legal and policy frameworks in the partner countries. Additionally, the project addressed the need for specialized professionals in child victims and witnesses’ protection in terrorism contexts. This included training social workers in all three countries as well as judges, and prosecutors, as seen in Nigeria, to enhance their capabilities in legal procedures for protecting victims and witnesses, aligning with the training needs and recommendations identified in each country’s situation analysis.

Training data analysis revealed a strong emphasis on children's rights in the STRIVE Juvenile project, incorporating diverse approaches like legal, psychological, and social aspects. Modules covered topics like international and national legal frameworks, psychosocial assessment, social rehabilitation, understanding child recruitment dynamics by extremist groups, child-sensitive communication, and community-based approaches to prevent child recruitment and exploitation.

**GENDER EQUALITY**

Finding 26: The project is committed to integrating gender equality as per the DOA and logical framework's indicators, though it faces challenges, including limited access to females as key research informants in Iraq which, in part, reflects the fact that boys are more likely to be prosecuted or detained than girls. While some training modules, particularly in Indonesia and Nigeria, addressed gender-based violence, not all include this gender perspective, indicating areas for content improvement.

The STRIVE Juvenile project explicitly aims to integrate gender equality into its activities, as reflected in its overarching goal to "To prevent and counter violent extremism affecting children, in full respect of human
rights, gender equality, and international law”. This focus is evident in its use of gender/sex-disaggregated data indicators in the project's framework (indicators 2.1, 2.3, 1.1.2, 1.1.3, 1.3.3, 2.1.1, 2.1.2, 2.1.5, and 2.1.6).

From the outset, the project prioritized gender-related aspects, especially in its research, capacity building, and participation pillars, demonstrating a commitment to inclusivity. Research reports recognized that terrorism and counter-terrorism efforts impacted boys and girls differently, calling for gender-specific responses. However, involving young women in Iraq’s case study proved challenging, resulting in a gender imbalance that likely reflected the fact that boys involved with Da’esh are more likely to be prosecuted or detained than girls. The project’s dedication to gender equality extended to capacity-building and youth participation. For trainee selection, gender parity was emphasized, as seen in Indonesia's effort to balance the higher number of female participants. In their contents, training programs addressed gender nuances, especially in sessions on ‘conditions and treatment of children deprived of their liberty’, ‘child-sensitive communication’ and ‘challenges for rehabilitation and reintegration’. However, a review of training content has shown that while some training modules, particularly in Indonesia and Nigeria, address gender-based violence specifically, not all include this gender perspective, indicating areas for content improvement. Finally, under the participation pillar in Nigeria, the YPC team comprises a balanced group of young men and women.

**DISABILITY INCLUSION AND LEAVING NO ONE BEHIND**

**Finding 27:** In addressing the needs of marginalized children, the project’s capacity building modules included a focus on dealing with mental disabilities including trauma-related disabilities. To a lesser extent, content on handling children who may have physical disabilities was less evident.

The "leave no one behind" principle, central to the 2030 Agenda for Sustainable Development, aims to prioritize the most disadvantaged in development. While not explicitly stated in its DOA, the STRIVE Juvenile project implicitly adopted this inclusive approach in its materials, focusing on all children's needs, although some aspects might need additional specification, namely disability inclusion.

Children associated with terrorist or extremist groups are often marginalized due to their ethnicity, religion, political affiliations, conflict exposure, or poverty. This marginalization results in dual victimization: exploitation by criminal groups and 'secondary victimization' within judicial, institutional and societal systems meant to protect them. The project, acknowledging the complex victimization of children, partially incorporated measures for those with disabilities in its capacity-building content. This includes a focus on mental health and development of children and addressing trauma-related disabilities - including Post-Traumatic Stress Disorder (PTSD)- through targeted sessions on (psychosocial) assessment processes, and child-sensitive communication. Furthermore, evidence demonstrated that a ToT session in Indonesia, involving social workers from rehabilitation centers, delved deeper into the issue of caring for children with disabilities, a topic that was not initially included in the training program but gained significance on this occasion due to its relevance in the current practice of these centers that accommodated children with disabilities. While there are positive examples, the project lacked widespread discussion on the needs of children with disabilities, including physical ones. Adding specific content, like modules on disability, could improve the inclusivity of training materials. Moreover, a practical instance in Indonesia highlighted the need for proactive accommodation in training sessions, as demonstrated by a participant with a hearing impairment, despite the approach taken in sending training invitations with the statement “UNODC welcomes participants with disabilities. Please give details of any accommodations that would facilitate your participation in the event”. This approach is crucial to ensure equal participation and accessibility for all participants.
Conclusion 1: Relevance and Coherence
STRIVE Juvenile demonstrated strong alignment with UNODC’s mandate, strategy, and EU strategic frameworks in counter-terrorism and child protection. It has also aligned with existing national frameworks and priorities across partner countries. The project also demonstrated strong alignment with international law, standards and norms in human rights, underscoring its relevance and coherence.

Conclusion 2: Relevance, Efficiency and Coherence
The project’s relevance was reinforced by an inclusive consultation process during the inception phase, and an evidence-based approach in developing country-specific work plans. Despite a uniform TOC, the project was adaptable in addressing the specific needs of each country. Efficiency was achieved by utilizing UNODC’s existing resources, structures, and networks, leading to streamlined implementation. However, the project’s monitoring framework, while effective in tracking progress, could benefit from the use of qualitative tools that better reflect its outcomes/impact. Besides, the absence of a global multi-stakeholder governance mechanism is a missed opportunity for enhancing donor oversight and fostering trans-national exchanges across partner countries.

Conclusion 3: Effectiveness, Impact and Sustainability
The project made progress in achieving its planned outputs across the partner countries despite a slow implementation rate in its first year due to the Covid-19 pandemic. The project’s effectiveness in community engagement in Nigeria and Indonesia showcased a significant attention to bottom-up approaches, emphasizing local empowerment as key drivers for resilience building. Despite budget constraints, these community-driven interventions demonstrated the value of local participation in child protection. However, sustaining the results of these initiatives poses challenges, highlighting the need for longer implementation spans, ongoing support, and an expanded scope for local CSOs to strengthen prevention efforts.

Conclusion 4: Coherence, Impact, Sustainability
The project’s partnerships at national, sub-national, and international levels were instrumental in aligning the project with both local needs and global goals, ensuring a unified approach and long-term impact in child protection and counter-terrorism efforts. Opportunities do exist for UNODC and the EU to facilitate the diffusion of knowledge and policy guidance tools from STRIVE Juvenile to advance the child protection agenda within counterterrorism and P/CVE through regional and inter-regional processes and platforms.

Conclusion 5: Effectiveness, Human Rights, Gender equality and Leaving No One Behind
The project incorporated human rights as a core component across its four pillars of work. There is room for improvement in systematically integrating the dimensions of gender, physical disability inclusion as visible dimensions of its capacity building content across all partner countries. The project’s training efforts were effective but there are opportunities to strengthen the use of practical modalities and peer-to-peer exchanges at national, regional and/or global levels.

Conclusion 6: Sustainability and Impact
STRIVE Juvenile was strategically positioned to support the production of valuable knowledge products and policy tools to enhance the protection of children in the context of counterterrorism and P/CVE. Extending the scope and reach of capacity building tools hinges on the institutional capacities of partner countries - both technical and financial- to institutionalize the use these child-sensitive modules in their ongoing staff development efforts. Hence, exploring opportunities for the diffusion and uptake of produced training modules into local systems are key to sustaining benefits.
RECOMMENDATION 1 - THE PARTNERSHIP APPROACH

Replicate the project’s partnership approach leveraging on the strengths of evidence-based planning and the added-value of multi-stakeholder governance structures that are established in early phases of project initiation.

Recipients: Project Management Team  
Timeline: by 12/2025  
Based on Findings: 3 and 9

UNODC Project Management is recommended to consider replicating the project’s approach to inclusive partnerships with national counterparts in other projects and thematic areas. The multi-stakeholders’ governance structures established during inception and prior to project implementation emerged in this evaluation as a good practice and was perceived by stakeholders as a key element that supported the project’s adaptiveness and effectiveness. In addition to reinforcing the project’s programmatic coherence, the governance mechanisms facilitated institutional linkages and communication among actors that spanned security, justice, law enforcement and child protection sectors. Establishing a global multi-stakeholder governance mechanism is also recommended to enhance donor oversight, facilitate trans-national exchanges and collaboration.

RECOMMENDATION 2 - COMMUNITY INTERVENTIONS

Take stock of the project’s community-driven interventions in Nigeria and Indonesia to inform replication and/or scalability in the context of criminal justice and terrorism prevention programming.

Recipients: Project Management Team  
Timeline: by 03/2025  
Based on Findings: 16 and 25

The Project Management Team is recommended to facilitate an internal learning exercise such as an “After-Action-Review” to take stock of the project’s small-scale interventions that promoted children’s participation and resilience in the context of P/CVE in Borno State in Nigeria and West Java in Indonesia. These bottom-up community-driven approaches could best serve as pilot initiatives to distil the key lessons from the project’s experience, identify complementary actions and obstacles that need to be addressed to inform replication and/or scalability in the contexts of criminal justice and terrorism prevention programming.

RECOMMENDATION 3 – KNOWLEDGE DIFFUSION AND UPTAKE

Plan for the dissemination of STRIVE Juvenile knowledge outputs including research, operational guidance tools and training manuals, using where appropriate, relevant regional platforms and inter-governmental processes.

Recipients: Project Management Team in coordination with TPB and RAB  
Timeline: by 06/2024  
Based on Findings: 13, 14, 15, 19 and 21
To reinforce the results attained and the production of knowledge and operational guidance tools, the Project Management Team in coordination with TPB and RAB are recommended to leverage UNODC’s convening power at the thematic and sectoral level to advance the child protection agenda in the context of counterterrorism and P/CVE through regional inter-governmental processes and platform across Africa, the Middle East and Southeast Asia. A concerted effort is recommended towards developing a dissemination plan for the outputs of STRIVE Juvenile, drawing attention to research-policy linkages and promoting evidence-based policymaking for child protection in the context of counterterrorism and P/CVE beyond the countries of implementation.

RECOMMENDATION 4 – PREVENTION EFFORTS

Consider engaging CSOs at sub-national levels in Iraq where resilience interventions are yet to commence and in future similar projects to reinforce the prevention efforts.

Recipients: Project Management Team
Timeline: by 12/2025
Based on Findings: 9, 11, 12 and 16

Keeping in view the importance of local civil society both for improved resilience against extremism and supporting successful social reintegration, STRIVE Juvenile Project Management is recommended to consider where feasible engaging CSOs at sub-national levels in Iraq – where resilience activities are yet to begin-as well as in future similar projects in this thematic area to reinforce the prevention of violence against children by terrorist and violent extremist groups. In addition to improving the referral pathways for children in the context of P/CVE, CSOs can also offer skills, opportunities, and tools to build children’s resilience to extremism, a programmatic dimension that is complementary to awareness and sensitization efforts.

RECOMMENDATION 5 - TRAINING CONTENT AND MODALITIES

Consider the incorporation of additional practical modalities in the delivery of training programmes on the treatment of children associated with terrorism or violent extremism as well as special modules on GBV and dealing with children with physical disabilities based on the analysis of the prevalence and requirements related to physical disabilities within this population.

Recipients: Project Management Team
Timeline: by 12/2025
Based on Findings: 15, 22, 26 and 27

STRIVE Juvenile Project Management is recommended to consider the incorporation of additional practical modalities in the delivery of capacity building including opportunities for peer-to-peer exchanges at national and global levels, field visits, where applicable, and exposure to global practitioners. In terms of content improvement, future training should consider specialized modules to support gender-sensitive and inclusive justice responses to children associated with terrorist groups. This includes exploring analysis of the prevalence and requirements related to physical disabilities within this population, in order to strengthening the focus on dealing with children impacted by gender-based violence as well as those who may experience physical disabilities not only mental disabilities (including PSTD) that was well incorporated in training modules.

RECOMMENDATION 6 – INSTITUTIONALIZING CAPACITY BUILDING

Plan for sustainability of capacity building interventions earlier during project inception in similar projects to expand the scope of the benefits to a wider segment of practitioners.
The Project Management Team is recommended to increase the focus on the sustainability of UNODC efforts in capacity development during the inception phases of future similar projects. Considering the sustainability of learning outputs (i.e. research, training manuals, guidelines) at an earlier stage of the project cycle enables the project management to consider the establishment of strategic partnerships with both governmental and non-governmental specialized training institutes, academies and/or think tanks that could support a more systematic diffusion of UNODC child-sensitive training content and methodologies beyond the project’s lifetime.

RECOMMENDATION 7 – MONITORING AND REPORTING

Consider the inclusion of qualitative monitoring tools to capture the project’s non-quantifiable outcomes especially in the legal and policy space as well as its influence on children’s rehabilitation and reintegration practices.

The Project Management Team is recommended to leverage UNODC’s internal results-based monitoring expertise to reinforce reporting on the outcomes of its normative work. Recognizing the challenges of measuring the effectiveness of normative work in areas such as legal and policy advice, efforts should still be made to better reflect the progress towards outcomes using qualitative tools. This is particularly significant in projects targeting social rehabilitation and reintegration, where impacts usually manifest over a prolonged period. Among other tools, **outcome Mapping (OM)** and **Most Significant Change (MCS)** can provide the project and its partners in the future with a set of participatory monitoring techniques to design and gather information on the results of the change process, measured in terms of the changes in behavior, actions or relationships that are influenced by the project. Given the level of effort and follow-up required, the project can limit the use of these monitoring methodologies to a few of its pillars of work, particularly for normative work that could not be adequately captured through the log frame’s quantitative indicators.
LESSONS LEARNED

- The one-year inception phase enabled the project management to establish strong foundations for the formulation of work plans that are localized and context-specific. It also allowed for a thorough identification of key stakeholders and institutional actors which has significantly broadened the scope and outreach of project results at national and sub-national levels.
- The Involvement of youth from local communities is an important component of both the preventive and responsive support to children impacted by terrorist and violent extremist groups. As role models and agents of change, they played an important role to anchor the messaging around child rights in the context of P/CVE at the local levels. To deliver sustainable benefits and impact, youth-driven campaigns require longer time frames and additional resources.

GOOD PRACTICES

- Setting up national governance mechanisms with inclusive representation in each partner country early during the inception phase emerged as a good practice. It had positive implications for promoting national ownership, commitment and supporting the delivery of coherent programming. These structures also served as ‘models’ for demonstrating the value of a whole-of-government approach where key ministries and institutions with remits for child protection, P/CVE, justice and human rights were better aligned and coordinated.
- Conducting country-specific situation analysis during the inception phase was critical to support the project to deliver context-specific and relevant interventions that are closely aligned with institutional needs in each partner country. Beyond the project’s lifetime, this knowledge product continues to be relevant to government counterparts as an evidence-base to inform future policies and programmes for protecting children’s rights in the context of P/CVE.
- The delivery of multi-disciplinary training in Indonesia and Nigeria were instrumental in promoting coordination among government actors involved in the prevention and response to violence against children by terrorist and violent extremist groups.
## I. BACKGROUND AND CONTEXT

<table>
<thead>
<tr>
<th>Project/Programme number:</th>
<th>GLOZ43 (segment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project/Programme title:</td>
<td>STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups</td>
</tr>
<tr>
<td>Duration (dd/mm/yyyy-dd/mm/yyyy):</td>
<td>1 January 2021-31 December 2025</td>
</tr>
<tr>
<td>Location:</td>
<td>Nigeria, Indonesia, Iraq.</td>
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<tr>
<td>Linkages to Country, Regional and Thematic Programmes:</td>
<td>The Evaluation will cover the STRIVE Juvenile project, implemented under the UNODC Global Programme to End Violence Against Children. The Global Programme is aligned to the UNODC Strategy 2021-2025. The project is linked to Thematic Area 5, Crime Prevention and Criminal Justice, of the UNODC Strategy for the period 2021-2025. Specifically, the project contributes to the implementation of Outcome 4: Strengthened prevention of and responses to violence against children, including by terrorist and violent extremist groups, and enhanced access to justice for children.</td>
</tr>
<tr>
<td>Linkages to UNDAF’s strategic outcomes to which the project/programme contributes:</td>
<td></td>
</tr>
<tr>
<td>Linkages to the SDG targets to which the project contributes:</td>
<td>Goals 5, 8, 11, 16 and 17 Target 16.2</td>
</tr>
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<td>Executing Agency (UNODC office/section/unit):</td>
<td>DTA/CPCJS ROMENA/POIRQ ROSEAP/POIDN CONIG</td>
</tr>
<tr>
<td>Partner Organizations:</td>
<td>Direct implementing Partners Under STRIVE Include:  ● Habibie Centre;  ● Institute for Peace and Reconciliation  ● Social Inquiry  ● Peace Generation  ● Terre Des Hommes Italy (engagement in process);  ● and UNHabitat (engagement in process)</td>
</tr>
<tr>
<td>Total Approved Budget (USD):</td>
<td>12.0 million USD</td>
</tr>
<tr>
<td>Total Overall Budget (USD):</td>
<td>12.0 million USD</td>
</tr>
<tr>
<td>Total Expenditure by date of initiation of evaluation (USD):</td>
<td>Total: 5.5 Million USD (estimated spend at time of Evaluation)</td>
</tr>
<tr>
<td>Donor(s):</td>
<td>European Union</td>
</tr>
<tr>
<td>Name and title of Project/Programme Manager and UNODC office/section/unit:</td>
<td>Katie Blaikie, Project Leader, STRIVE Juvenile, Alexandra Souza Martins, Team Leader, Global Programme to End Violence Against Children</td>
</tr>
</tbody>
</table>

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37 United Nations Development Assistance Framework
II. PROJECT OVERVIEW

Tackling the issue of violence against children calls for a multifaceted, systemic, child rights-based and gender-responsive approach to creating a long-term response that is robust and properly coordinated and unites all stakeholders behind a common set of goals. The Global Programme to End Violence against Children has the goal of supporting Member States in effectively preventing and responding to violence against children, in line with international law, as well as empowering children as agents of change.

Addressing this phenomenon effectively entails recognizing the emergence of serious and urgent threats to child rights and child protection. The Global Programme has developed a range of specialized interventions to prevent and respond to serious forms of violence against children (VAC). Violence against children perpetrated by terrorist and violent extremist groups has become an urgent priority in recent years.

Through the project ’STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups’ funded by the European Union, the Global Programme has expanded its partnership with Indonesia, Iraq and Nigeria, to develop and implement comprehensive national responses that protect children from terrorism and violent extremism, in full respect of human rights, gender equality and international law.

Indonesia, Iraq and Nigeria were specifically chosen as partner Member States to implement this project on the basis of following:

1) Needs associated with the ongoing phenomenon of children recruited by terrorist and violent extremist groups;
2) Efforts on behalf of the State and institutions to address child recruitment by terrorist and violent extremist groups as a priority;
3) Potential to influence regional and global responses to this phenomenon; and
4) Governmental commitment to working with UNODC to address this complex phenomenon in line with international standards and norms.

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38 Including fees for evaluation team, travel, printing, editing, translation, interpretation, etc.
39 Please note that the minimum for any UNODC evaluation is two independent evaluators, i.e. one Evaluation Expert and one Substantive Expert in the subject area of the project to be evaluated.
Objectives:

The project’s overall objective is to prevent and counter violent extremism affecting children, in full respect of human rights, gender equality and international law. This is intended to be achieved through the following Specific Objectives:

- **Specific Objective 1:** Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups in Indonesia, Iraq and Nigeria (Contributed to by Outputs 1-3).

- **Specific Objective 2:** Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria (Contributed to by Output 4).

Gender

Gender-sensitive approaches entail consideration of gender-related dynamics in relation to the subject area, as well as throughout the design and implementation of activities. The project considers and investigates the way in which gender influences recruitment and exploitation practices by terrorist and violent extremist groups as well as their consequences on a child’s well-being; and integrates this knowledge into the provision of specialized advisory services, capacity-building, and support services.

A key consideration in security-related actions is that in both developed and developing countries this is a traditionally male-dominated field. Accordingly, STRIVE Juvenile aims to ensure, to the best extent possible, a gender balance in the different activities to be carried out, including capacity building activities.

Human rights

A clear human-rights-based approach underpins all aspects of STRIVE Juvenile’s work and has been incorporated throughout all stages of the project. The planning and implementation of all activities seeks to avoid any negative human rights impact and ensure that appropriate safeguards and mitigation measures are in place.

The standards and norms of international human rights instruments and principles, with a focus on child rights, have been integrated into the development of the main project outputs and activities. In particular, they have been incorporated into all capacity building activities as an integral part of the UNODC approach to the treatment of children associated with terrorist and violent extremist groups. At the core of this approach is the principle that the preservation of public safety and the protection of child rights are two complementary objectives that have to be pursued concomitantly, with the aim of achieving peace and security.

III. PURPOSE AND SCOPE OF THE EVALUATION

This In-Depth Mid-term Evaluation will cover the STRIVE Juvenile project (as a segment of GLOZ43). As per the agreement with and commitment to the European Union, STRIVE Juvenile is required to have a mid-term and a final evaluation. This Mid-Term Evaluation will be carried out with missions to the three implementing countries, Indonesia, Iraq and Nigeria.

The scope of the mid-term evaluation will follow the Development Assistance Committee (DAC) Organization for Economic Cooperation and Development (OECD) criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability; align with the principles of human rights, gender equality, disability inclusion and leaving no one behind; and support the utilisation of lessons learned (as detailed below in section IV).
The project implementors and the Global Programme to End Violence Against Children will benefit from the following:

- assessment of how well the project has been able to: i) identify and respond to national priorities; ii) adapt to challenges; iii) meet its strategic objectives;
- unbiased feedback from project partners and direct and indirect beneficiaries;
- identification of lessons learned from the design and implementation of innovative approaches in a complex area of work, from the evaluators’ independent perspective;
- integration of findings and lessons learned into ongoing progress implementation, maximizing project effectiveness and supporting organizational learning.

Other stakeholders may benefit from this mid-term evaluation in the following ways:

- National stakeholders may use the findings as an evidence base for identified needs and priorities for further action; and upon which to adjust approaches and interventions at the country level;
- Donors and the donor community may use the findings in this evaluation to support policy decisions; and
- UNODC will benefit as an agency from this evaluation in terms of refining its approach to the prevention of and response to Violence against Children in the field of criminal justice and crime prevention.

IV. EVALUATION CRITERIA

The evaluation will be conducted based on the following DAC criteria\(^{40}\): relevance, coherence, efficiency, effectiveness, impact and sustainability, as well as human rights, gender equality and leaving no one behind, and lesson learned and best practices. All evaluations must include gender, human rights and no one left behind. Ideally these are mainstreamed within the evaluation questions. The criteria of relevance, efficiency, effectiveness, impact and sustainability can be addressed as relevant to the evaluation purpose. Evaluation criteria and questions should be selected to meet the needs of the stakeholders and evaluation context. The evaluation criteria and questions will be further refined by the Evaluation Team in the drafting of the Inception Report.

<table>
<thead>
<tr>
<th>Relevance(^4): Is the intervention doing the right thing?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</td>
</tr>
<tr>
<td>1. To what extent is the project relevant to the priorities of national stakeholders and the donor?</td>
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<tr>
<td>2. To what extent has the project delivered results in line with organisational, regional and international needs and priorities?</td>
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</table>

<table>
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<tr>
<th>Coherence(^2): How well does the intervention fit?</th>
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<tbody>
<tr>
<td>The compatibility of the intervention with other interventions in the country, sector or institution</td>
</tr>
<tr>
<td>1. To what extent has the project established and maintained appropriate partnerships with centralised and local governmental and civil society organisations?</td>
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</tbody>
</table>

<table>
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<tr>
<th>Efficiency: How are resources being used?</th>
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</thead>
<tbody>
<tr>
<td>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</td>
</tr>
<tr>
<td>1. To what extent has the project delivered outputs and activities in a timely and efficient manner?</td>
</tr>
<tr>
<td>2. To what extend have challenges (including the COVID-19 pandemic) affected project delivery?</td>
</tr>
</tbody>
</table>

\(^{40}\) [https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm](https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm)
### Effectiveness: Is the intervention achieving its objectives?
The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

1. To what extent is the project achieving its intended objectives?
2. To what extent has the project produced tailored communications and advocacy materials and activities that support the outreach and implementation of the project?
3. What have been the facilitating or hindering factors in achievement of results?

### Impact: What difference does the intervention make?
The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

1. To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?

### Sustainability: Will the benefits last?
The extent to which the net benefits of the intervention continue or are likely to continue.

1. To what extent are the benefits of the project likely to continue after it ends?
2. To what extent does the project ensure ownership by national counterparts?
3. What factors are likely to hinder or facilitate ownership and sustainability?

### Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights based?
The extent to which the project/programme has mainstreamed human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups, including those with disabilities.

1. To what extent has the project design and implementation fully considered human rights, gender equality and inclusion?
2. To what extent has the project supported the dignity and rights of children and specifically taken into account the consequences of violence and trauma?

### Lessons learned and good practices
Lessons learned concern the learning experiences and insights that were gained throughout the project/programme.

1. What lessons and good practices could inform improvements in the design, implementation, and/or achievement of results by the project?
2. To what extent have lessons learned informed project adjustments and revisions to the project?

### V. EVALUATION METHODOLOGY

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and further refined in the Inception Report, as well as the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other additional documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the stakeholders of the project/programme. The Core Learning Partners (CLP).
The evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive, respectful and participatory approach and methodology to capture disability and gender equality issues, as well as voices and opinions of boys and girls as well as marginalised groups, ensuring gender related and disaggregated data (e.g. age, sex, countries etc.). Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

The main elements of the evaluation process are the following:

- Preparation and submission of an Inception Report (containing a desk review summary, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IES through Unite Evaluations (https://evaluations.unodc.org) for review and clearance at least one week before any field mission/data collection phase may take place (may entail several rounds of comments);
- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission/data collection phase;
- Interviews (face-to-face or by telephone /online meetings etc.), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys/questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation (respecting potential COVID-related restrictions on travel and in-person meetings);
- Analysis of all available information;
- Preparation of the draft evaluation report (based on the Template Report). The Evaluation Expert submits the draft report to IES only through Unite Evaluations for review and clearance (may entail several rounds of comments). A briefing on the draft report with project/programme management may also be organized. This will be based on discussion with IES and project/programme management.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager) (based on the Template Brief) including full proofreading and editing, submission to IES through Unite Evaluations for review and clearance (may entail several rounds of comments). It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary, through online meetings etc.).
- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account.
- All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html
VI. TIMEFRAME AND DELIVERABLES

<table>
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<tr>
<th>Evaluation stage</th>
<th>Start date (dd/mm/yy)</th>
<th>End date (dd/mm/yy)</th>
<th>Subsumed tasks, roles</th>
<th>Guidance / Process description</th>
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<tbody>
<tr>
<td>Inception Report (3-5 weeks)</td>
<td>24/07/23</td>
<td>18/08/23</td>
<td>Draft IR; Review by IES, PM; Final IR</td>
<td>Includes 2 weeks for review by IES</td>
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<tr>
<td>Data collection (incl. field missions) (2-6 weeks)</td>
<td>21/08/23</td>
<td>13/10/23</td>
<td>Field missions; observation; interviews; etc.</td>
<td>Coordination of data collection dates and logistics with PM.</td>
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<tr>
<td>Draft report (6-9 weeks)</td>
<td>16/10/23</td>
<td>1/12/23</td>
<td>Drafting of report by evaluators</td>
<td>Includes 2 weeks for review by IES, 1 week by PM</td>
</tr>
<tr>
<td></td>
<td>4/12/23</td>
<td>5/1/24</td>
<td>Review by IES; review by PM; revision of draft</td>
<td></td>
</tr>
<tr>
<td>Draft report for CLP comments (2 weeks)</td>
<td>8/1/24</td>
<td>19/2/24</td>
<td>Compilation of comments by IES</td>
<td>Comments will be shared by IES with evaluators</td>
</tr>
<tr>
<td>Final report, Brief and PowerPoint slides (3-4 weeks)</td>
<td>22/1/24</td>
<td>16/2/24</td>
<td>Revision by eva; review/approval by IES; completion of MR and EFP by PM</td>
<td>Evaluation report, Brief and slides are finalised. Includes 1 week for review by IES and 1 week for PM</td>
</tr>
<tr>
<td>Presentation (1 day)</td>
<td>19/2/24</td>
<td>19/2/24</td>
<td>Presentation organised</td>
<td>Date of presentation of final results to be agreed with PM.</td>
</tr>
</tbody>
</table>

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

VII. EVALUATION TEAM COMPOSITION

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of consultants(^{43}) (national/international)</th>
<th>Specific expertise required(^{44})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation Expert</td>
<td>1 (international consultant)</td>
<td>Evaluation methodology</td>
</tr>
</tbody>
</table>

\(^{41}\) Required preparations before the start: completed ToR; 2 weeks review of ToR by the Core Learning Partners; finalised ToR based upon comments received; clearance by IES; assessment of qualified evaluation team candidates; clearance by IES; recruitment (Vienna HR for international consultants requiring a minimum of 2 weeks; UNDP for national consultants which may take up to several weeks); desk review materials compiled.

\(^{42}\) Data collection is currently likely to take longer than usual due to competing priorities of stakeholders and beneficiaries due to COVID-19. Data collection phase may imply on-line interviews, surveys etc instead of travel/face-to-face interviews.

\(^{43}\) Please note that an evaluation team needs to consist of at least 2 independent evaluators – at least one Evaluation Expert and one Substantive Expert.

\(^{44}\) Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism; etc.) – please note that at least one evaluation team member needs to have expertise in human rights and gender equality.
The evaluation team will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluation team member are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

Absence of Conflict of Interest

According to UNODC rules, the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

VIII. ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS

Roles and responsibilities of the Project/Programme Manager

The Project/Programme Manager is responsible for:
- Drafting and finalizing the ToR;
- Identifying stakeholders and selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role;
- Recruiting the evaluation team following clearance by IES, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IES and the evaluation team are to be immediately notified;
- Compiling and providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation;
- Reviewing the draft report and draft Evaluation Brief for factual errors;
- Completing the Management Response (MR) and the Evaluation Follow-up Plan (EFP) for usage of the evaluation results;
- Facilitating the presentation of final evaluation results;
- Disseminating the final evaluation report and Evaluation Brief and communicating evaluation results to relevant stakeholders;
- Recording of the status of the implementation of the evaluation recommendations in Unite Evaluations (to be updated once per year).

The Project/Programme Manager will be in charge of providing logistical support to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:
- All logistical arrangements for the travel/data collection phase including travel details; DSA-payments; transportation; etc.);
- All logistical arrangement for the meetings/interviews/focus groups/etc., (respecting potential COVID-related restrictions on travel and in-person meetings), ensuring interview partners adequately represent men, women and other marginalised groups and arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IES).

Roles and responsibilities of the Independent Evaluation Section

| Substantive Expert | 1 (international consultant) | Expertise in child rights, child protection and criminal justice/counter terrorism |

|  |  |  |
The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report, Evaluation Brief and PowerPoint slides on the final evaluation results; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider.

<table>
<thead>
<tr>
<th>Evaluation Question</th>
<th>Indicators/sub-questions</th>
<th>Data collection method(s) and triangulation</th>
<th>Sources of information</th>
</tr>
</thead>
</table>
| 1. To what extent is the project relevant to the priorities of national stakeholders and the donor? | ● Were the objectives and expected accomplishments of the project clearly aligned with the strategies and legal frameworks in targeted countries, partner national institutions and the EU?  
Indicators:  
○ Evidence of alignment with national strategies, policies and legal frameworks.  
○ Areas of alignment with EU priorities and frameworks on preventing violent extremism | ● Project documents and literature review  
● Semi-structured Interviews (Individual and small group) | ● Desk review and documents analysis.  
● Semi-structured interviews targeting:  
○ UNODC Management (HQ, Regional and Field Offices);  
○ EU development partners;  
○ Government partners in Indonesia, Iraq and Nigeria;  
○ Civil Society partners and other CSOs that may be consulted as resource persons;  
○ Other relevant stakeholders. |
| 2. To what extent has the project used appropriate and participatory planning processes in delivering results in line with organisational, regional and international needs and priorities? | ● How did UNODC address the needs and priorities of Member States and how were these needs and priorities identified?  
● Has the project supported the adequate involvement of national stakeholders and the use of evidence-driven, participatory planning processes during its inception and implementation phases to ensure continued relevance?  
Indicators:  
○ Examples of alignment with regional and international policy frameworks | ● Project documents and literature review  
● Semi-structured Interviews (Individual and small group) | ● Desk review and documents analysis.  
● Semi-structured interviews targeting:  
○ UNODC Management (HQ, Regional and Field Offices);  
○ EU development partners;  
○ Government partners in Indonesia, Iraq and Nigeria;  
○ Civil Society partners and other CSOs that may be consulted as resource persons;  
○ Other relevant stakeholders. |
### ANNEX II: EVALUATION MATRIX

<table>
<thead>
<tr>
<th>3. To what extent did the STRIVE Juvenile project respond to the specific rights, needs and priorities of different rights-holders including victims of child recruitment and exploitation by terrorist groups, including girls and young women?</th>
<th>To what extent did the project address the specific rights and needs of children, especially girls and young women, who were victims of child recruitment and exploitation by terrorist groups?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicators:</strong></td>
<td><strong>How effectively did the project engage with local organisations (youth organisations) and community leaders to promote child-rights based approaches, gender equality and address harmful gender norms?</strong></td>
</tr>
<tr>
<td>○ Perceptions of stakeholders on the adequacy of the needs assessment conducted in each targeted country.</td>
<td>○ Number of project activities specifically designed to address the unique needs and challenges faced by children, especially girls and young women, affected by terrorist groups.</td>
</tr>
<tr>
<td>○ Examples of how the project used the evidence generated through the needs assessments to inform interventions areas and/or national work plans.</td>
<td>○ Number of partnerships established with local youth organisations and community leaders to promote child-rights based approaches, gender equality, and address harmful gender norms, as evidenced by signed memorandums of understanding (MOUs) or partnership agreements.</td>
</tr>
<tr>
<td>○ Evidence of responsive and functional mechanisms to solicit continued input from stakeholders from project inception and throughout implementation.</td>
<td></td>
</tr>
</tbody>
</table>
### ANNEX II: EVALUATION MATRIX

#### 4. To what extent has the project established and maintained appropriate partnerships with centralised and local governmental and civil society organisations?

- **What is the value of the partnerships established during the project for the achievement of results?**

  **Indicators:**
  - Examples of successful cooperation between STRIVE Juvenile project and other partners including Governments (national and subnational levels), CSOs, CBOs, research centres and others.
  - Perceptions of stakeholders on which partnerships should the project establish or further strengthen to enhance the benefits of the assistance.
  - Critical assessment of the quality of the partnerships with different stakeholders (Governments; UN Agencies; Civil Society)

- **Project documents and literature review**
- **Semi-structured interviews** (Individual and small group)

- **Case study and literature review**
- **Semi-structured interviews** targeting:
  - UNODC Staff (HQ, Regional and FOs);
  - EU development partners
  - Government partners in Indonesia, Iraq and Nigeria;
  - Civil Society partners and other CSOs that may be consulted as Resource persons;
  - Youth Sounding Board
  - Reformatory institutional stakeholders (e.g. management and staff)
  - International partners (e.g., UN agencies)

#### 5. To what extent has the project benefited from the expertise of UNODC’s Global Programme to end VAC and cooperation with the other relevant international/regional institutions?

- **How did UNODC use its unique position and comparative advantage to achieve the intended results?**

  **Indicators:**
  - Examples of normative expertise, tools, networking benefits derived from the project’s positioning within UNODC Global Programme to end VAC.
  - Complementarities and synergy with global and regional actors and institutions.

- **Project documents and literature review**
- **Semi-structured interviews** (Individual and small group)

- **Case study and literature review**
- **Semi-structured interviews** targeting:
  - UNODC Staff (HQ, Regional and FOs);
  - EU development partners
  - Government partners in Indonesia, Iraq and Nigeria;
  - Civil Society partners and other CSOs that may be consulted as Resource persons;
  - Youth Sounding Board
  - International partners (e.g., UN agencies)
### ANNEX II: EVALUATION MATRIX

<table>
<thead>
<tr>
<th>6. To what extent has the project used the resources available (i.e. human resources, financial, M&amp;E systems, etc.) to deliver outputs and activities in a timely manner?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How do stakeholders perceive the organisation, management, M&amp;E system and budget of the project?</td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
</tr>
<tr>
<td>○ Planned vs. actual funds utilised</td>
</tr>
<tr>
<td>○ Intentional measures taken to optimise fund allocation/use.</td>
</tr>
<tr>
<td>○ Adequacy of governance structures to support the attainment of results.</td>
</tr>
<tr>
<td>○ Adequacy of M&amp;E mechanisms to monitor progress and inform decision-making.</td>
</tr>
<tr>
<td>○ Stakeholders’ perspectives on the quality of communications with UNODC HQ-based management and FO staff.</td>
</tr>
<tr>
<td>• Review of Project Financial Reports</td>
</tr>
<tr>
<td>• Semi-structured interviews (Individual and small group)</td>
</tr>
<tr>
<td>• Desk review and documents analysis</td>
</tr>
<tr>
<td>• Semi-structured interviews targeting:</td>
</tr>
<tr>
<td>○ UNODC Staff (HQ, Regional and FOs);</td>
</tr>
<tr>
<td>○ EU development partners</td>
</tr>
<tr>
<td>○ Government partners in Indonesia, Iraq and Nigeria;</td>
</tr>
<tr>
<td>○ Civil Society partners and other CSOs that may be consulted as Resource persons;</td>
</tr>
<tr>
<td>○ Youth Sounding Board</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. To what extent have challenges (including the COVID-19 pandemic) affected project delivery?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To what extent did the Covid-19 pandemic impact efficient delivery include delays?</td>
</tr>
<tr>
<td>• How did the project management adapt to the challenges posed by the pandemic?</td>
</tr>
<tr>
<td>• Project documents and literature review</td>
</tr>
<tr>
<td>• Semi-structured interviews (Individual and small group)</td>
</tr>
<tr>
<td>• Semi-structured interviews targeting:</td>
</tr>
<tr>
<td>○ UNODC Staff (HQ, Regional and FOs);</td>
</tr>
<tr>
<td>○ EU development partners</td>
</tr>
<tr>
<td>○ Government partners in Indonesia, Iraq and Nigeria</td>
</tr>
<tr>
<td>○ CSO partners</td>
</tr>
<tr>
<td>○ UN Habitat</td>
</tr>
<tr>
<td>○ Other stakeholders</td>
</tr>
</tbody>
</table>
8. To what extent is the project achieving its intended objectives?

- What improvements and/or changes are evidenced in each of the four project output areas (i.e. research, legal and policy frameworks, institutions, services and capacity building and Children’s knowledge and participation)?

  **Indicators:**
  - Status of progress on the logical framework indicators (outputs and specific objectives)
  - Stakeholders’ perceptions of whether delivered outputs contributed (or are likely to contribute) to project specific objectives as conceived in the Pro Doc and national work plans.
  - Perceptions of national lead coordination agencies on the adequacy and quality of project outputs
  - Perceptions of CSOs, research partners and youth groups on the key accomplishments of the project.

- Project documents and literature review
- Semi-structured interviews (Individual and small group)
- Direct Observation

9. To what extent has the intervention supported national partners as duty-bearers to progressively realise the rights and protection of children associated with groups designated as “terrorist”?

- To what extent have national partners incorporated child rights-based approaches into their laws, policies and practices (including judicial and non-judicial proceedings) concerning children associated with "terrorist" groups?
- How has the intervention contributed to building the capacity of national partners as duty-bearers to progressively realise the rights of children associated with groups designated as "terrorist" or "extremist"?

  **Indicators:**
  - Number of legal or policy reforms initiated or implemented by national partners specifically aimed at incorporating child rights-based approaches in handling cases of children associated with "terrorist" groups.

- Project documents and literature review including content of delivered training curricula.
- Semi-structured interviews (Individual and small group)

- Desk review and documents analysis
- Semi-structured interviews targeting:
  - UNODC Staff (HQ, Regional and FOs);
  - EU development partners
  - Government partners in Indonesia, Iraq and Nigeria;
  - Civil Society partners and other CSOs that may be consulted as Resource persons;
  - Youth Sounding Board

- Desk review and documents analysis
- Semi-structured interviews targeting:
  - UNODC Staff (HQ, Regional and FOs);
  - EU development partners
  - Government partners in Indonesia, Iraq and Nigeria;
  - Civil Society partners and other CSOs that may be consulted as Resource persons;
  - Youth Sounding Board
  - International partners (e.g., UN agencies)
  - Trained professionals
| 10. To what extent has the project produced tailored communications and advocacy materials and activities that support the outreach and implementation of the project? | **Indicators:**  
- Stakeholders’ feedback/perception on enhanced understanding and implementation of child rights-based approaches, particularly in child-sensitive communication and individual assessment processes.  
- Stakeholders’ input on improved awareness of national standards and norms in this area as well as international law and UN standards and norms. |  
- Project documents and IEC materials review (e.g., websites, infographics, etc.)  
- Semi-structured interviews (individual and small group)  
- Project website and progress reports.  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners  
  - Youth Sounding Board |  
- Types of information, Education and Communication (IEC) materials produced.  
- Stakeholders’ use of communication messaging and/or materials produced. |  
- Analysis of facilitating and hindrance factors (external and internal) and the adaptability of the project management to manage these adequately. |  
- Project documents and literature review including content of delivered training curricula.  
- Semi-structured interviews (individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners  
  - UN implementing agency |  
- In what ways did the project contribute to transformations to prevent and respond to violence against children by terrorist and violent Extremist groups? (e.g., at personal, societal and global levels) |  
- Project documents and literature review  
- Semi-structured interviews (individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners |  
- What factors facilitated project implementation?  
- What were the key challenges and to what extent did the project management manage them adaptively? |  
- Analysis of facilitating and hindrance factors (external and internal) and the adaptability of the project management to manage these adequately. |  
- Project documents and literature review including content of delivered training curricula.  
- Semi-structured interviews (individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners  
  - UN implementing agency |
### ANNEX II: EVALUATION MATRIX

<table>
<thead>
<tr>
<th><strong>13. To what extent are the benefits of the project likely to continue after it ends?</strong></th>
<th><strong>To what extent has UNODC taken into consideration sustainability in designing and implementing the project?</strong></th>
<th><strong>What are the prospects for the results and outputs of the project to be sustained after the funding stops? (e.g., research, training, legal and policy guidance, IEC and advocacy materials, etc.)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicators:</strong></td>
<td><strong>Project documents and literature review</strong></td>
<td><strong>Desk review and documents analysis</strong></td>
</tr>
<tr>
<td>○ Specific reference in project documentation on the project’s contribution to national and regional legislative, strategic or policy frameworks and guidance.</td>
<td>○ Semi-structured interviews (Individual and small group)</td>
<td>○ UNODC Staff (HQ, Regional and FOs);</td>
</tr>
<tr>
<td>○ Perceptions of stakeholders on the project’s contribution to policy/legislative frameworks in the targeted countries</td>
<td>○ Direct observation</td>
<td>○ EU development partners</td>
</tr>
<tr>
<td>○ Perceptions of different project stakeholders, (i.e., other government agencies, UN Agencies, CSOs, and others) regarding the benefits and added value of the project in promoting security and child rights as complementary and mutually reinforcing objectives</td>
<td></td>
<td>○ Government partners in Indonesia, Iraq and Nigeria;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Civil Society partners and other CSOs that may be consulted as Resource persons;</td>
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<tr>
<td></td>
<td></td>
<td>○ Youth Sounding Board</td>
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<tr>
<td></td>
<td></td>
<td>○ International partners (e.g., UN agencies)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Trained professionals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Government partners in Indonesia, Iraq and Nigeria;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Civil Society partners and other CSOs that may be consulted as Resource persons;</td>
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<td></td>
<td></td>
<td>○ International partners (e.g., UN agencies)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Trained professionals</td>
</tr>
</tbody>
</table>

**Indicators:**

- Actions/mechanisms implemented through the project to sustain results.
- Availability of mechanisms, capacities, plans and/or resources through national and local institutions to carry forward the results attained.
| 14. To what extent does the project ensure ownership by national counterparts? | In what ways are project national counterparts exercising leadership throughout the project cycle? (i.e., design, planning, implementation and M&E) **Indicators:**  
- Availability of mechanisms, capacities, plans and/or resources to carry forward the results attained (i.e., at national and/or sub-national levels)  
- Documental evidence that indicates national ownership (legislation; policy; staffing; budget; MoUs, etc.)  
- Perceptions of UNODC staff, project stakeholders, regarding the extent to which the project has contributed to generate national ownership | In what ways are project national counterparts exercising leadership throughout the project cycle? (i.e., design, planning, implementation and M&E) **Indicators:**  
- Project documents and literature review  
- Semi-structured interviews (Individual and small group) **Indicators:**  
- Project documents and literature review  
- Semi-structured interviews (Individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners | Project documents and literature review  
- Semi-structured interviews (Individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners and other CSOs that may be consulted as Resource persons;  
  - Youth Sounding Board  
  - International partners (e.g. UN agencies)  
  - Trained professionals (TBC) |

| 15. What factors are likely to hinder or facilitate ownership and sustainability? | Analysis of supportive and hindering factors for sustaining the project benefits (internal and external) **Indicators:** | Analysis of supportive and hindering factors for sustaining the project benefits (internal and external) **Indicators:** | Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners and other CSOs that may be consulted as Resource persons;  
  - Youth Sounding Board  
  - International partners (e.g. UN agencies)  
  - Trained professionals (TBC) |

**ANNEX II: EVALUATION MATRIX**
### ANNEX II: EVALUATION MATRIX

<table>
<thead>
<tr>
<th>16. To what extent has the project design and implementation fully considered human rights, gender equality and inclusion?</th>
</tr>
</thead>
</table>
| ● What measures were taken by the project to mainstream human rights, gender equality, disability inclusion and leaving no one behind themes?  

**Indicators:**  
○ Evidence that the project has explicitly taken steps to support & engage marginalised groups including children deprived of their liberty, children with disabilities, migrant children or girls and women through gender sensitive and inclusive approaches.  
○ Evidence of soliciting human rights and child-protection expertise as part of the project implementation  
○ Existence of gender-disaggregated data and gender analysis  
○ Examples of accessibility considerations to ensure inclusion of project interventions and benefits.  |
<table>
<thead>
<tr>
<th>17. To what extent has the project supported the dignity and rights of children and specifically taken into account the consequences of violence and trauma?</th>
</tr>
</thead>
</table>
| How has the project actively promoted children's dignity and rights within its activities and interventions?  
To what extent has the project integrated a child-centred approach to address the consequences of violence and trauma?  

**Indicators:**  
○ Number of project activities that incorporate child-friendly principles and participation.  
○ Number of outputs specifically designed and adapted for children.  
○ Description of child-centred methodologies or strategies utilised in project intervention and activities.  |
| Desk review and documents analysis  
● Semi-structured interviews targeting:  
○ UNODC Staff (HQ, Regional and FOs);  
○ EU development partners  
○ Government partners in Indonesia, Iraq and Nigeria;  
○ Civil Society partners and other CSOs that may be consulted as Resource persons;  
○ Youth Sounding Board  
○ Trained professionals (TBC)  |
| Desk review and documents analysis  
● Semi-structured interviews targeting:  
○ UNODC Staff (HQ, Regional and FOs);  
○ EU development partners  
○ Government partners in Indonesia, Iraq and Nigeria;  
○ Civil Society partners and other CSOs that may be consulted as Resource persons;  
○ Youth Sounding Board  
○ Trained professionals (TBC)  |
| 18. What lessons and good practices could inform improvements in the design, implementation, and/or achievement of results by the project? | Indicators:  
- UNODC management, partners including CSOs perspectives on lessons learned and good practices. | Analysis of secondary data from the Case Studies produced in each targeted country.  
- Project documents and literature review  
- Semi-structured interviews (Individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners and other CSOs that may be consulted as Resource persons;  
  - Youth Sounding Board  
  - International partners (e.g., UN agencies)  
  - Trained professionals (TBC) |
|---|---|---|
| 19. To what extent have lessons learned informed project adjustments and revisions to the project? | Indicators:  
- What systems, structures and expertise are in place within the STRIVE juvenile project to support knowledge management, adaptive learning and decision making?  
- Adequacy of the knowledge management processes within the project.  
- Examples of adaptive management and course corrections | Analysis of secondary data from the Case Studies produced in each targeted country.  
- Project documents and literature review  
- Semi-structured interviews (Individual and small group)  
- Desk review and documents analysis  
- Semi-structured interviews targeting:  
  - UNODC Staff (HQ, Regional and FOs);  
  - EU development partners  
  - Government partners in Indonesia, Iraq and Nigeria;  
  - Civil Society partners  
  - International partners (e.g., UN agencies) |
ANNEX III : EVALUATION TOOLS : QUESTIONNAIRES AND INTERVIEW GUIDES

1. SEMI-STRUCTURED INTERVIEW GUIDES BY STAKEHOLDER GROUP

Introduction Script
The Independent Evaluation Section of the United Nations Office on Drugs and Crime (UNODC) is in the process of conducting a Mid-Term In-Depth Project Evaluation of UNODC’s “STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups” Project. The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation. The purpose of the evaluation is to review, analyze and evaluate the EU-funded Project carried out by UNODC and the degree to which it is responding to national priorities, adapting to challenges and meeting its strategic objectives. The evaluation will also encompass the identification and integration of findings and lessons learned into ongoing progress implementation, maximizing project effectiveness and supporting organisational learning.

The evaluation is carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Ms. Nihad ElGhamry) and a Substantive Expert (Ms. Marine Braun).

Confidentiality and informed consent:
This interview is confidential, with all information received being aggregated and anonymized. No individual will be quoted nor will the organization they represent be identified. The data collected will only be used for evaluation purposes. Your participation in the interview is voluntary and you may withdraw from it at any moment. Before you say Yes or No to your participation in this interview, we will answer questions that you have. You can ask questions at any time during our discussion. Do you have questions now? [Pause and answer the questions]

<table>
<thead>
<tr>
<th>Interviewee Name</th>
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<tbody>
<tr>
<td>Position</td>
<td></td>
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<tr>
<td>Institution</td>
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<td>Country</td>
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<tr>
<td>Interviewer name(s)</td>
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<td>Date and time (CEST)</td>
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</tbody>
</table>

1.1 INTERVIEW QUESTIONS FOR PROJECT STAFF

Background & Relation to the Project
Please describe for me your involvement with the project and at which stage were you involved?

Relevance49: Is the intervention doing the right thing?
To what extent was the project design participatory and appropriate to achieving the project’s objectives?

Probing Questions
a. Did the project design and inception phase include adequate consultative processes including key national stakeholders, EUDs, local experts, service providers, CSOs/CBOs and youth groups and children?
b. What were some of the main inputs from stakeholders that were considered?

49 Includes the previous criterion of design
c. In what ways did the project benefit from the lessons learned, guidance and tools produced by previous efforts on this phenomenon (i.e., the Global Programme to end VAC (GLOZ43), EU previous STRIVE actions, etc.)

2. To what extent were there sufficient resources (human, time, financial) allocated to integrate human rights, including children’s rights & gender in the design, implementation, monitoring and evaluation of STRIVE Juvenile? Can you please provide specific examples?

Coherence: How well does the intervention fit?

3. To what extent has cooperation and collaboration been sought to address child association with terrorist and violent extremist groups and its consequences for the lives of children and society at large?
   a. Probe: Global partnerships, regional cooperation arrangements, partnerships with national coordination institutions, CSOs, CBOs, youth groups, research institutions and others

4. How would you describe the quality of collaboration and interactions between the various project partners and stakeholders during implementation?

5. Do you see any specific partnership opportunities that should be considered to strengthen the STRIVE Juvenile added value?

Efficiency: How well are resources being used?

6. To what extent are the costs of the intervention justified, given the changes/effects it has achieved?
   Probing questions:
   a. To what extent were activities implemented on schedule and within budget? What measures were taken to optimise fund allocation/use?
   b. Were there any constraints (e.g., political, practical, bureaucratic) to addressing HR & GE efficiently during implementation? What level of effort was made to overcome these challenges?

7. What are the issues and challenges faced in implementing your work, in terms of resources?
   a. (Probe: Time, funds, project management structure, quality and adequacy of communication and coordination between HQ management and FO Staff, etc.)

Effectiveness: Is the intervention achieving its objectives?

8. To what extent is STRIVE Juvenile making progress in achieving its intended objectives? What do you perceive to be the most important results and why?
   Prompt:
   SO1: Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups;
   SO2: Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria - For Iraq component: cover improved conditions in detention centres

9. What factors facilitated implementation and what were the hindrance factors?
   (Probe: Impact of Covid-19 if not mentioned)

Impact: What difference does the intervention make?

10. In what ways did the project influence the prevention and response to violence against children by terrorist and violent extremist groups?

Sustainability: Will the benefits last?

11. To what extent did the project design, inception and implementation include considerations for sustainability? Could you please elaborate with examples?

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50 Includes the previous criteria of partnerships and cooperation.
a. **Probing question:** Has the intervention helped to generate stable and long-lasting accountability and participation mechanisms for children, youth and families impacted by extremism.

12. What do you see as facilitating and hindering factors for the sustainability of the STRIVE Juvenile results in each of its four areas of intervention?
   a. **Probe:** 1) Research; 2) legal and policy advice, 3) capacity building, 4) participation of children and their environments; and 5) renovation and refurbishment of social reformatories (Ask for Iraq only)

Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based?

13. How has the project on gender mainstreaming and equality and human rights, especially children’s rights, tried to ensure that no one is left behind?

14. How has the project contributed to building the capacity of national partners as duty-bearers to progressively realise the rights of children associated with groups designated as “terrorist” or “extremist”?

Lessons Learnt and Best Practices

15. What systems are in place to support knowledge management, adaptation and/or course correction? How adequate in your view were these mechanisms?

16. What lessons and good practices can be learned from the project implementation to improve performance, results and effectiveness in the future?

1.2 INTERVIEW QUESTIONS FOR GOVERNMENT REPRESENTATIVES

Background & Relation to the Project

In what capacity are you associated with the project? For how long?

**Relevance**\(^{51}\): Is the intervention doing the right thing?

1. To what extent are the project interventions appropriate and relevant to assist the government of (country) in tackling the phenomenon of child association with terrorist or violent extremist groups?

2. To what extent has the project been contextualised in the choice of its activities and intervention modalities and focused on core areas in each partner country (i.e., adequate prioritisation)? Can you please elaborate with examples.

3. To what extent was (name of government institution) involved through consultative processes throughout the project’s inception and implementation? and how satisfied are you with the project’s responsiveness and adaptability to meet identified needs?

4. To what extent were there sufficient resources (human, time, financial) allocated to integrate HR & gender in the design, implementation, monitoring and evaluation of STRIVE Juvenile? Can you please provide specific examples?

**Coherence**\(^{52}\): How well does the intervention fit?

5. To what extent is the project coherent with existing national strategies, mechanisms and programmes on P/CVE affecting children and complementary to interventions by other external actors (i.e. UN agencies, EU, CSOs and other actors)?

**Probing Questions:**

---

\(^{51}\) Includes the previous criterion of design

\(^{52}\) Includes the previous criteria of partnerships and cooperation

ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES
MID-TERM INDEPENDENT IN-DEPTH EVALUATION: STRIVE JUVENILE: PREVENTING AND RESPONDING TO VIOLENCE AGAINST CHILDREN BY TERRORIST AND VIOLENT EXTREMIST GROUPS (PART OF GLOZ43)

a. How can partnerships be improved further?

b. Do you see any specific partnership opportunities that should be considered to strengthen the STRIVE Juvenile added value?

6. In what ways did the project benefit from the synergy with the Global Programme to End Violence Against Children to bring in added value to partner countries and beyond?

Efficiency: How well are resources being used?

7. How efficient is the STRIVE Juvenile [Definition - Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.] Prompts: Explore whether they have any comments on the organisation, management, M&E system and budget of the Project.

8. How adequate and effective is the project’s existing governance mechanism at country level?
   Prompt: Project Coordination Meeting in Indonesia, National Steering Team in Iraq; National Steering Committee in Nigeria

Effectiveness: Is the intervention achieving its objectives?

9. To what extent is STRIVE Juvenile making progress in achieving its intended objectives? What do you perceive to be the most important results and why?
   Prompt: SO1: Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups;
   SO2: Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria - For Iraq component: cover improved conditions in detention centres

10. In what ways do the intervention results contribute to changing attitudes and behaviours towards human rights including children’s rights and gender equality?

11. How do you describe the usefulness and added value of the project’s communication and advocacy efforts?
   Probing question: Has your institution used communication materials and tools? Have they supported in communicating on sensitive topics such as justice responses to children involved in judicial proceedings and on bridging the gap between public safety and the protection of children associated with terrorist and/or violent extremist groups.

12. What are the internal and external factors that have facilitated and/or impeded the achievement of the project’s results? What steps have you undertaken to analyse, manage and mitigate risks?
   Probe: Impact of Covid-19 if not mentioned

Impact: What difference does the intervention make?

13. In what ways did the project influence the prevention and response to violence against children by terrorist and violent extremist groups?

14. To what extent is the STRIVE Juvenile project supporting the government effort to promote security and children’s rights as complementary and mutually reinforcing objectives?

Sustainability: Will the benefits last?

15. To what extent are the project activities likely to continue after the project completion? And to what extent can they become self-sustaining financially and technically?
   Probe: 1) Research, 2) legal and policy advice, 3) capacity building, 4) participation of children and their environments

ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

61
Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based?

16. How satisfied are you with human rights, especially children’s rights, inclusion-, and gender-related efforts?
17. How has the project contributed to building the capacity of national partners to progressively realise the rights of children associated with groups designated as “terrorist” or “extremist”? Can you please elaborate with examples?

Lessons Learnt and Best Practices

18. What systems are in place to support knowledge management, adaptation and/or course correction? How adequate in your view were these mechanisms?

19. What lessons and good practices can be learned from the project implementation to improve performance, results and effectiveness in the future?

1.3 INTERVIEW QUESTIONS FOR DONORS

Background & Relation to the Project

In what capacity are you associated with the project? For how long?

Relevance\(^{53}\): Is the intervention doing the right thing?

1. To what extent was the project design participatory and appropriate to achieving the project’s objectives?
   Probing Questions
   a. What are the design strengths and limitations?
   b. In what ways did the project use evidence and lessons learned from past EU STRIVE actions and UNODC Global Programme END-VAC in its design and selection of implementation approaches?
   c. To what extent were partner countries and the EU involved through consultative processes in design and implementation? and how satisfied are you with the project’s responsiveness and adaptability to meet identified needs?

To what extent were there sufficient resources (human, time, financial) allocated to integrate HR & gender in the design, implementation, monitoring and evaluation of STRIVE Juvenile? Can you please provide specific examples?

Coherence\(^{54}\): How well does the intervention fit?

To what extent is the project coherent with EU programming on P/CVE affecting children and complementary to interventions by other external actors (i.e., UN agencies, CSOs and others)?
   Probing Questions:
   How can partnerships be improved further?
   Do you see any specific partnership opportunities that should be considered to strengthen the STRIVE Juvenile added value?

In what ways did the project benefit from the synergy with the Global Programme to End Violence Against Children to bring in added value to partner countries and beyond?

Efficiency: How well are resources being used?

To what extent are the costs of the intervention justified, given the changes/effects it has achieved?
   Probing question:
   a. To what extent were activities implemented on schedule and within budget? What measures were taken to optimise fund allocation/use?

\(^{53}\) Includes the previous criterion of design
\(^{54}\) Includes the previous criteria of partnerships and cooperation
b. Were there any constraints (e.g., political, practical, bureaucratic) to addressing HR & GE efficiently during implementation? What level of effort was made to overcome these challenges?

How would you describe the quality of project management, the adequacy of communication and coordination between the EU delegation, the UNODC and other partners in the three partner countries?

How satisfied are you with the project’s monitoring and evaluation systems? What could be done differently?

How adequate and effective is the project’s existing governance mechanism at country level?
(Prompt: Project Coordination Meeting in Indonesia, National Steering Team in Iraq; National Steering Committee in Nigeria)

Effectiveness: Is the intervention achieving its objectives?
To what extent is STRIVE Juvenile making progress in achieving its intended objectives? What do you perceive to be the most important results and why?

Prompt:
○ SO1: Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups;
○ SO2: Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria - For Iraq component: cover improved conditions in detention centres

In what ways do the intervention results contribute to changing attitudes and behaviours towards human rights including children’s rights and gender equality?

How do you describe the usefulness and added value of the project’s communication, advocacy and outreach efforts?

What are the internal and external factors that have facilitated and/or impeded the achievement of the project’s results? Has the project management taken adequate steps to analyse, manage and mitigate risks?

Probe: Impact of Covid-19 (if not mentioned)

Impact: What difference does the intervention make?
In what ways did the project influence the prevention and response to violence against children by terrorist and violent extremist groups?
To what extent is the STRIVE Juvenile project supporting the government effort to promote security and children’s rights as complementary and mutually reinforcing objectives?

Sustainability: Will the benefits last?
To what extent has UNODC taken sustainability into consideration during the development and implementation of this project?

Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based?

How satisfied are you with human rights, especially children’s rights, inclusion and gender-related efforts? How has the project contributed to building the capacity of national partners to progressively realise the rights of children associated with groups designated as “terrorist” or “extremist”? Can you please elaborate with examples?

Lessons Learnt and Best Practices

ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES
20. What lessons and good practice can be learned from the project implementation to improve performance, results and effectiveness in the future?

1.4 INTERVIEW QUESTIONS FOR CSOS

Background & Relation to the Project
In what capacity are you associated with the project? For how long?

Relevance\(^{55}\): Is the intervention doing the right thing?
1. To what extent did the project address the specific rights and needs of children, especially girls and young women, who were victims of child recruitment and exploitation by terrorist groups?

Coherence\(^{56}\): How well does the intervention fit?
2. To what extent did the project establish relevant partnerships at the country level to benefit from synergy and complementarity with other actors including CSOs?

Efficiency: How well are resources being used?
3. For implementing partner CSOs only: How efficient is the STRIVE Juvenile [Definition - Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.] Prompts: Explore whether they have any comments on the organisation, management, M&E system and budget of the Project.
4. Are you involved in the project’s coordination and steering mechanism at the country level? If yes, how adequate and effective is this mechanism in your view?
   (Probe: Project Coordination Meeting in Indonesia, National Steering Team in Iraq; National Steering Committee in Nigeria)

Effectiveness: Is the intervention achieving its objectives?
5. For implementing partner CSOs only: To what extent is STRIVE Juvenile making progress in achieving its intended objectives? What do you perceive to be the most important results and why?
   Prompt:
   SO1: Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups;
   SO2: Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria - For Iraq component: cover improved conditions in detention centres

6. For implementing partner CSOs only: What are the internal and external factors that have facilitated and/or impeded the achievement of the project’s results?
   Probe: Impact of Covid-19 if not mentioned

Impact: What difference does the intervention make?
7. In what ways did the project influence the prevention and response to violence against children by terrorist and violent extremist groups?

Sustainability: Will the benefits last?

\(^{55}\) Includes the previous criterion of design
\(^{56}\) Includes the previous criteria of partnerships and cooperation
8. To what extent are the project benefits likely to continue after the project completion? And what could be the limiting factors for sustainability?

Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based?

9. For implementing partner CSOs only: How satisfied are you with human rights, especially children’s rights, inclusion and gender-related efforts?

10. How has the project contributed to promoting community awareness and to building resilience among the most marginalized groups to reduce the recruitment of children and young people into terrorist and violent extremist groups

Lessons Learnt and Best Practices

11. What lessons and good practices can be learned from the project implementation to improve performance, results and effectiveness in the future?

1.5- INTERVIEW QUESTIONS FOR PARTNERS (E.G. UN AGENCIES)

Background & Relation to the Project

Can you provide some context regarding your role within the STRIVE Juvenile project?

Relevance\(^{57}\): Is the intervention doing the right thing?

1. To what extent is the project aligned with the specific rights and needs of children, especially girls and young women, who were victims of child recruitment and exploitation by terrorist groups?

2. Did the project involve stakeholders adequately in identifying needs and priorities through consultative processes? and how satisfied are you with the project’s responsiveness and adaptability to meet identified needs?

3. To what extent were there sufficient resources (human, time, financial) allocated to integrate HR & gender in the design, implementation, monitoring and evaluation of STRIVE Juvenile? Can you please provide specific examples?

Coherence\(^ {58}\): How well does the intervention fit?

4. To what extent did the project establish relevant partnerships at the country level as well as regionally and globally to ensure synergy and complementarity with other actors?

Probing Questions:

a. How do you envision enhancing partnerships further to amplify the added value of the STRIVE Juvenile project?

b. To what extent did the project leverage its position within the UNODC Global Programme to End Violence Against Children?

Efficiency: How well are resources being used?

5. As a project partner, how efficient is the STRIVE Juvenile in your view [Definition - Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.]

Prompts: Explore whether they have any comments on the organisation, management, M&E system and budget of the Project.

6. Are you involved in the project’s coordination and steering mechanism at the country level? If yes, how adequate and effective is this mechanism in your view?

(Probe: Project Coordination Meeting in Indonesia, National Steering Team in Iraq; National Steering Committee in Nigeria)

Effectiveness: Is the intervention achieving its objectives?

\(^{57}\) Includes the previous criterion of design

\(^{58}\) Includes the previous criteria of partnerships and cooperation
7. To what extent is STRIVE Juvenile making progress in achieving its intended objectives? What do you perceive to be the most important results and why? **Prompt:**
   - SO1: Improved government strategies, policies and mechanisms related to child recruitment and exploitation by terrorist groups;
   - SO2: Increased resilience of vulnerable children against terrorist groups agendas in Indonesia, Iraq and Nigeria - For Iraq component: cover improved conditions in detention centers.

8. From your perspective, what are the internal and external factors that have facilitated and/or impeded the achievement of the project’s results? **Probe:** Impact of Covid-19 if not mentioned

Impact: What difference does the intervention make?

9. In what ways did the project influence the prevention and response to violence against children by terrorist and violent extremist groups?

Sustainability: Will the benefits last?

10. In what ways does your organization envision the continuation of project benefits after its completion? And to what extent can they become self-sustaining financially and technically?
   - **Probe:** 1) Research, 2) legal and policy advice, 3) capacity building, 4) participation of children and their environments

Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and human rights-based?

11. How has this project integrated human rights and gender equality principles into its interventions and how satisfied are you with the results in these areas?

Lessons Learnt and Best Practices

12. What systems are in place to support knowledge management, adaptation and/or course correction? How adequate in your view were these mechanisms?

13. What lessons and good practices emerged from the project implementation that can inform future efforts in the prevention and response to violence against children by terrorist and violent extremist groups

**2 MID-TERM EVALUATION ONLINE SURVEY (ENGLISH)**

**Introduction**

The Independent Evaluation Section of the United Nations Office on Drugs and Crime (UNODC) is in the process of conducting a Mid-Term In-Depth Project Evaluation of UNODC’s "STRIVE Juvenile: Preventing and Responding to Violence against Children by Terrorist and Violent Extremist Groups" Project.

The purpose of the evaluation is to review, analyze and evaluate the EU-funded Project carried out by UNODC and the degree to which it is responding to national priorities, adapting to challenges and meeting its strategic objectives. The evaluation is carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Ms. Nihad ElGhamry) and a Substantive Expert (Ms. Marine Braun).

You are invited to provide feedback about the quality and use of the training offered by UNODC on the prevention and response to violence against children by terrorist and violent extremist groups. This questionnaire should take no more than 10 minutes of your valuable time. Please contact the evaluation team or IES (unodc-ies@un.org) for any questions you may have. Confidentiality: This questionnaire is confidential, with all information received being aggregated and anonymized. No individual will be quoted nor will the organization they represent be identified. The data collected will only be used for evaluation purposes.

1- Gender
   Male
Female
Prefer not to state

2- Type of Institution:
Law enforcement
Justice
Social
Other (please specify)

3- Specific training(s) received through STRIVE Juvenile

4- How would you rate the overall quality of the training?
Excellent
Good
Fair
Poor
Please explain why you gave this assessment.

5- In the context of your institution’s work, to what extent has the training(s) contributed to enhancing your capacities for improved prevention and response to violence against children by terrorist and violent extremist groups?
To a great extent
To some extent
To a little extent
Not at all
I don’t know

6- What skills did you gain from the training? Have you applied any of the training received / skills gained in your work? Please provide examples

7- To what extent did the training help you build connections with other practitioners in your field?
To a great extent
To some extent
To a little extent
Not at all
I don’t know
Please provide an example

8- What can be done in the future to improve the quality and effectiveness of similar training?

9- Please add any relevant information you would like to provide regarding the training received through the UNODC STRIVE Juvenile Project

2 MID-TERM EVALUATION ONLINE SURVEY (ARABIC)

استبيان موجز في إطار التقييم التصنيفي المستقل لمشروع "سترايف جوفينايل: منع العنف ضد الأطفال من قبل الجماعات الإرهابية والمتطرفة العنيفة والتصدي له"

مقدمة

ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

67
ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES
2 MID-TERM EVALUATION ONLINE SURVEY (INDONESIAN)

Suroei evaluasi (UNODC STRIVE Juvenile)

Pendahuluan

Anda diundang untuk memberikan umpan balik mengenai kualitas dan penggunaan pelatihan yang ditawarkan oleh UNODC mengenai pencegahan dan penanggulangan kekerasan terhadap anak-anak yang dilakukan oleh kelompok teroris dan ekstremis kekerasan. Kuesioner ini tidak akan memakan waktu lebih dari 10 menit dari waktu Anda yang berharga.

Silakan menghubungi tim evaluasi atau IES (unodc-ies@un.org) untuk pertanyaan apa pun yang Anda miliki. Kerahasiaan, kuesioner ini bersifat rahasia, semua informasi yang diterima diikumpulkan dan dianonimkan. Tidak ada individu yang akan dikutip dan organisasi yang mereka wakili tidak akan disebutkan. Data yang dikumpulkan hanya akan digunakan untuk tujuan evaluasi.

1- Janis Kelamin
   Perempuan
   Laki-laki
   Memilih untuk tidak menyatakan

2- Kota/Wilayah

3- Janis Institutu
   Penegakan hukum
   Keadilan
   Sosial
   Lainnya (harap sebutkan)

4- Pelatihan khusus yang diterima melalui Proyek STRIVE Juvenile

5- Bagaimana Anda menilai kualitas pelatihan secara keseluruhan?
   Luarbiasa
   Bagus
   Cukup
   Kurang

   Tolong jelaskan mengapa Anda memberikan penilaian ini

6- Dalam konteks kerja institusi Anda, sejauh mana pelatihan tersebut berkontribusi dalam meningkatkan kapasitas Anda dalam meningkatkan pencegahan dan respons kepada kekerasan terhadap anak yang dilakukan oleh kelompok teroris dan ekstremis kekerasan?
   Untuk sebagian besar
   Sampai batas tertentu
Untuk sebagian kecil
Sama sekali tidak
Saya tidak tahu
Tolong jelaskan jawaban Anda

7- Keterampilan apa yang Anda peroleh dari pelatihan ini? Sudahkah Anda menerapkan pelatihan/keterampilan yang diperoleh dalam pekerjaan Anda? Tolong berikan contohnya

8- Sejauh mana pelatihan ini membantu Anda membangun hubungan dengan praktisi lain di bidang Anda?
   Untuk sebagian besar
   Sampai batas tertentu
   Untuk sebagian kecil
   Sama sekali tidak
   Saya tidak tahu
   Tolong berikan contohnya

9- Apa yang dapat dilakukan di masa depan untuk meningkatkan kualitas dan efektivitas pelatihan serupa?

10- Silakan tambahkan informasi relevan apa pun yang ingin Anda berikan mengenai pelatihan yang diterima melalui Proyek STRIVE Juvenile UNODC
## UNODC DOCUMENTS

<table>
<thead>
<tr>
<th>Document Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UNODC Road Map on the Treatment of Children Associated with Terrorist and Violent Extremist Groups, Global Programme to end Violence Against Children, UNODC ENDVAC</td>
<td></td>
</tr>
<tr>
<td>Justice for Children in the Context of Counterterrorism, A Training Manual, UNODC, 2019</td>
<td></td>
</tr>
<tr>
<td>Final Inception Phase report (1 January – 31 December 2021)</td>
<td></td>
</tr>
<tr>
<td>STRIVE Juvenile Progress Report, 2021 (1 January – 31 December 2021)</td>
<td></td>
</tr>
<tr>
<td>Certified Financial Report for the period 01.01.2021 - 31.12.2021</td>
<td></td>
</tr>
<tr>
<td>STRIVE Juvenile Progress Report, 2022 (1 January 2022 – 31 December 2022)</td>
<td></td>
</tr>
<tr>
<td>Certified Financial Report for the period 01.01.2021 - 31.12.2022</td>
<td></td>
</tr>
<tr>
<td>Changes to Annex III, Budget and Staffing Table made in line with Article 11.3 of the General Conditions of the EU Agreement</td>
<td></td>
</tr>
<tr>
<td>Communication and Visibility Plan of the Action (2021 – 2025)</td>
<td></td>
</tr>
<tr>
<td>Budget Forecast, Project Year II</td>
<td></td>
</tr>
<tr>
<td>STRIVE Juvenile Log frame and Results (June 2023)</td>
<td></td>
</tr>
<tr>
<td>Strive Juvenile Logical Framework, updated, December 2021</td>
<td></td>
</tr>
<tr>
<td>Research Framework and Methodology, Validated</td>
<td></td>
</tr>
<tr>
<td>Terms of Reference of the Scientific Advisory Committee Indonesia</td>
<td></td>
</tr>
<tr>
<td>First Project Coordination Team Meeting Report, Indonesia, 25 May 2021</td>
<td></td>
</tr>
<tr>
<td>Situation Analysis Report for Indonesia, May 2021.</td>
<td></td>
</tr>
<tr>
<td>First Work Plan for Indonesia - Year I</td>
<td></td>
</tr>
<tr>
<td>Work Plan Year II for Indonesia, 2022</td>
<td></td>
</tr>
<tr>
<td>STRIVE Activity Report _3rd Project Coordination Meeting-Indonesia (March 2023)</td>
<td></td>
</tr>
<tr>
<td>STRIVE Juvenile Workplan Indonesia - year III</td>
<td></td>
</tr>
<tr>
<td>Second Annual Project Coordination Meeting for Indonesia, March 2022.</td>
<td></td>
</tr>
<tr>
<td>Iraq</td>
<td></td>
</tr>
<tr>
<td>Terms of Reference Steering Team IRAQ</td>
<td></td>
</tr>
<tr>
<td>First National Project Steering Meeting Report, Iraq, 5 December, 2021</td>
<td></td>
</tr>
<tr>
<td>Summary of Situation Analysis Report for Iraq: Preliminary Findings and Proposals For Action For Validation</td>
<td></td>
</tr>
<tr>
<td>Assessment Report of the Observation House and Four Rehabilitation Schools in Baghdad and Mosul, Iraq 16th June 2022</td>
<td></td>
</tr>
<tr>
<td>First Work Plan for Iraq (July 2021 to November 2022)</td>
<td></td>
</tr>
<tr>
<td>Final STRIVE Iraq 2023 Work Plan</td>
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</tr>
<tr>
<td>Work Plan Year II and III for Iraq, 2022</td>
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</tr>
<tr>
<td>Report on the 2nd Meeting of the National Project Steering Team for Iraq, 19 December, 2022</td>
<td></td>
</tr>
<tr>
<td>Nigeria</td>
<td></td>
</tr>
<tr>
<td>Terms of Reference Steering Committee NIGERIA</td>
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</tr>
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</table>

59 The list of documents will be expanded and finalized in the second draft report.
First Steering Committee Meeting Report, Nigeria, 14 July 2021
Situation Analysis Report for Nigeria, September 2021
First Work Plan for Nigeria (April 2021 to third quarter 2022)
Work Plan Year II for Nigeria, 2022
Work Plan STRIVE Nigeria 2023
Report on the 2nd Meeting of the National Steering Committee Meeting for Nigeria, 12 May 2022
A Guidance Note on A comprehensive approach to the treatment of children associated with terrorist and violent extremist groups in Nigeria, Second Draft, 23 August, 2022
Report on the 3rd Meeting of the National Steering Committee Meeting for Nigeria, 1 December, 2022
Nigeria Call for Action
STRIVE Juvenile- 4th Steering Committee Meeting_Nigeria (June 2023)
STRIVE Juvenile Nigeria_EYE 2023 Workshop: Youth as Agents to Protect Children from Terrorism and Violent Extremism. (Flyer)

EXTERNAL DOCUMENTS

<table>
<thead>
<tr>
<th>Document name</th>
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</thead>
<tbody>
<tr>
<td>United Nations Sustainable Development Cooperation Framework (UNSDCF), Indonesia, 2021-2025</td>
<td></td>
</tr>
<tr>
<td>The 2016 Plan of Action to Prevent Violent Extremism of the United Nations Secretary-General (SG)</td>
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</table>

Evaluation Guidance Documents

| UNODC Evaluation Policy, 2022 |
| Evaluation Handbook Guidance for designing, conducting and using independent evaluations at UNODC, 2017 |
| UNEG Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, January 2022 |
ANNEX V: STAKEHOLDERS CONTACTED DURING THE EVALUATION

<table>
<thead>
<tr>
<th>Number of stakeholders</th>
<th>Type of stakeholder (see note below)</th>
<th>Sex disaggregated data</th>
<th>Country(ies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>UNODC HQ</td>
<td>Male: 1 Female: 6</td>
<td>Austria</td>
</tr>
<tr>
<td>15</td>
<td>UNODC Regional Section Staff</td>
<td>Male: 8 Female: 7</td>
<td>Austria, Indonesia, Iraq and Nigeria</td>
</tr>
<tr>
<td>34</td>
<td>Government</td>
<td>Male: 19 Female: 15</td>
<td>Indonesia, Iraq and Nigeria</td>
</tr>
<tr>
<td>6</td>
<td>Donors</td>
<td>Male: 5 Female: 1</td>
<td>Brussels, Indonesia, Iraq and Nigeria</td>
</tr>
<tr>
<td>6</td>
<td>UN Agencies</td>
<td>Male: 4 Female: 2</td>
<td>Indonesia, Iraq</td>
</tr>
<tr>
<td>11</td>
<td>CSOs (including local and international research) / Youth Groups</td>
<td>Male: 5 Female: 6</td>
<td>Indonesia, Nigeria and Iraq</td>
</tr>
<tr>
<td>2</td>
<td>External Experts</td>
<td>Male: 0 Female: 2</td>
<td>UK, Indonesia</td>
</tr>
<tr>
<td>Total: 81</td>
<td>UNODC/ Government/ Donors/UN Agencies/ CSOs and Youth Groups</td>
<td>Male: 42 Female: 39</td>
<td>Austria, Brussels, Indonesia, Iraq and Nigeria and the UK.</td>
</tr>
</tbody>
</table>

Note: A stakeholder could be a Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc.

STAKEHOLDERS PARTICIPATING IN SURVEYS OR OTHER FORMS OF WRITTEN FEEDBACK:

<table>
<thead>
<tr>
<th>Type of stakeholder</th>
<th>Number of responses</th>
<th>Sex disaggregated data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government / CSOs / Youth Groups</td>
<td>127</td>
<td>Male: 66 Female: 59 Unspecified: 2</td>
</tr>
</tbody>
</table>

Note: there may be stakeholders interviewed and the same individuals may also have replied to surveys, which cannot be tracked to ensure confidentiality and anonymity. Therefore, these numbers cannot be combined.
This TOC reconstruction was revised and validated by the Project Management during the inception phase.
ANNEX VIII: TRAINING COURSES DELIVERED BY STRIVE

STRIVE Juvenile Project
Capacity Building Programs in Partner Countries

4 workshops in Iraq
- Psychosocial assessments of children and juveniles associated with terrorist and violent extremist groups
- Protection of children associated with terrorist and violent extremist groups
- Treatment of children deprived of their liberty aimed at promoting effective rehabilitation and reintegration interventions
- Treatment & support to juveniles deprived of their liberty

13 workshops in Indonesia
- Justice for children in the context of counterterrorism
- Children deprived of their liberty in the context of counterterrorism (2 sessions)
- Planning & implementation of rehabilitation & reintegration interventions for children associated with terrorist and violent extremist groups
- TOT on basic knowledge to support the psychosocial assessment process for children associated with terrorist and violent extremist groups (2 sessions)
- Promoting rehabilitation & reintegration of children associated or exposed to association with terrorist and violent extremist groups through an efficient psychosocial assessment process (5 sessions)
- TOT on data collection & analysis to support the psychosocial assessment process for children associated with terrorist & violent extremist groups (2 sessions)

9 workshops in Nigeria
- Protecting child victims and Witnesses in terrorism-related proceedings (2 sessions)
- Treatment of children associated with terrorist groups
- Psychosocial assessment processes for children associated with Terrorist groups
- TOT on the treatment of children associated with terrorist groups
- Investigation and prosecution of international crimes with a focus on conflict-related sexual violence
- Strengthening the capacity of Nigeria to collect evidence and more effectively prosecute terrorism & other serious crimes with respect for the rule of law
- Effective use of social media, art & animation for peacebuilding
- Low-level conflict mediation and the treatment of children formerly associated with terrorist groups

Source: Evaluation team own elaboration based on the project monitoring data on training provision (as of 19th October 2023)