Hedayah has dedicated its efforts to elevating the global efforts to the forefront of international agendas, building strategic partnerships amongst relevant stakeholders, and providing guidance and good practices worldwide.

As an international think-and-do tank, Hedayah prioritizes developing effective programs through an evidence-based approach that allows us not only to bridge the gap between policy and practice but more importantly overall strive to evaluate and measure the effectiveness of our programs.

Hedayah has grown into a world-class knowledge hub and a convening power, while spearheading global efforts in building capacity. Our practical and concrete programs and products reflect our focus to ensure that Hedayah continues its effective implementation in the global space.

Together, with the continued support of our partners and donors, it is my hope that in the years to come we continue to reduce the risk of radicalization and extremism as it proceeds to threaten our societies and communities.

H.E. Maqsoud Kruse
Executive Director
OUR VISION:
A WORLD WITH THE DECREASING RISK OF RADICALIZATION LEADING TO VIOLENT EXTREMISM.

OUR MISSION:
To reduce recruitment and radicalization leading to violent extremism by researching effective interventions, sharing international good practices, engaging in constructive dialogue and effective communications, and implementing evidence-based programs.
Global Counter Terrorism Forum (GCTF) Meeting in New York: The Emergence of the Idea - The International Center of Excellence for Countering Violent Extremism was proposed.

**DECEMBER 2012**
GCTF Third Ministerial Meeting in Abu Dhabi: His Highness Sheikh Abdullah bin Zayed Al Nahyan officially launched Hedayah.

**MARCH 2013**
The Council of Ministers of the UAE approves the draft law presented by the UAE Ministry of Foreign Affairs regarding the Hedayah Federal Law.

**SEPTEMBER 2013**
UAE Federal National Council approves the draft law presented by UAE MOFA and passed by UAE Government Ministers Cabinet regarding the Hedayah Federal Law.

**SEPTEMBER 2014**
Inaugural Steering Board Meeting held in Abu Dhabi.

**SEPTEMBER 2015**
Hedayah announced the expansion of its Steering Board to include the Netherlands and Morocco.

**OCTOBER 2013**
His Highness Sheikh Khalifa bin Zayed Al Nahyan signed the enactment of the UAE Federal Law No. 7 of October 2013 regarding the establishment of Hedayah - The International Center of Excellence for Countering Violent Extremism.

**SEPTEMBER 2016**
P/CVE National Action Plans Task Force launched.

**SEPTEMBER 2011**
Global Counter Terrorism Forum (GCTF) Meeting in New York: The Emergence of the Idea - The International Center of Excellence for Countering Violent Extremism was proposed.
As an international organization, our senior leadership and staff represent over 15 nationalities and bring a variety of expertise and background from political science to psychology to communications.

With the governance mechanism, consisting of the Chairman, Steering Board and Advisory Board, we ensure that our programs align with our overarching vision and mission.

Our senior leadership, which includes the Executive Director and Deputy Executive Director, lead the organization.

Our staff is comprised of direct hires, secondees, non-resident fellows, expert consultants, outsourced professionals and interns.

“IT’s great to have them bring the tech sector to the table at events like the one here [CVE Extremist Narratives and Combating Incitement: The Role of Gender] in Abu Dhabi. We’ve developed different training modules with their input. We’ve made sure to include their voice within any different regional or global dialogues we have on the topic of counter extremism.”

Erin Saltman, Facebook, 2018

“You have the online library of Hedayah, which is very useful. Every time I want to create or produce new videos, or have new campaigns for counter extremism, I go back to that library.”

Dalia Mokdad, Adyan Foundation

“During this [Providing Support to Children & Youth Vulnerable to or Affected by Radicalization Leading to Violent Extremism] workshop, we benefited from many activities, as well as the technical and pedagogical support. Amongst which are guidance to conducting conversations, discovering the needs and also determining the dangers while working with people in the process of rehabilitation.”

Atef Borghuidha, Director of the Center of Defense and Social Integration of Mellassine, 2018 (translated from Arabic)
OUR STRATEGIC SIGNIFICANCE

‘THINK & DO’ TANK
We produce high-quality research and evidence-based insights as a thought leader in CVE, and promote and support implementation of effective CVE policies and programs.

INTERNATIONAL
We have the ability to bring together relevant and experienced CVE experts, policymakers and practitioners from around the world, developing and drawing upon a unique global network.

EVIDENCE-BASED
We ensure policies, programs, outputs and deliverables are supported by appropriate evidence.

NEUTRAL
As an independent, apolitical and non-ideological organization, we convene a diversity of actors in the CVE field and provide them with a neutral platform for discussion, discourse and debates.

CONNECTED
We connect with entities and individuals from governments, NGOs, CSOs, the private sector and communities that may be unapproachable by some donors (governmental and others).

BURDEN-SHARING
We provide the opportunity for multiple donors – governmental and others – to mutually support CVE programs, with less risk and at lower cost to themselves.
HEDAYAH WORKED WITH MORE THAN

3,000 PARTICIPANTS FROM 100 COUNTRIES*

*since its inception
The terminology around Countering Violent Extremism (CVE) varies greatly and remains highly debated. We, at Hedayah, envision the field of CVE as part of the broader counter-terrorism framework and strategy. We adopted the language of countering violent extremism in order to include the full spectrum of interventions throughout the radicalization process. This includes both preventive and restorative measures. Preventative measures are those that can be categorized under Preventing Violent Extremism (PVE). Whereas, post-radicalization restorative measures include disengagement, deradicalization, rehabilitation and reintegration. It is inclusive of countering extremism and ideological elements of violent extremism.

WE DEFINE CVE AS ENCOMPASSING THE NON-COERCIVE, NON-KINETIC INTERVENTIONS FOR PREVENTING OR INTERVENING IN THE PROCESS OF RADICALIZATION AND RECRUITMENT LEADING TO VIOLENT EXTREMISM, AS WELL AS THE DISENGAGEMENT, DERADICALIZATION, REHABILITATION AND REINTEGRATION OF OFFENDERS AND PERPETRATORS OF VIOLENT EXTREMISM.
Violent extremist organizations disseminate their ideology to radicalize and recruit individuals via various mediums. Hedayah implements programs to build the capacities of governments, NGOs, CSOs, and other organizations to counter these messages through strategic communications – both off- and online. As violent extremist organizations continue to utilize advanced technology and tools to reach new recruits, Hedayah remains steadfast in its commitment to developing effective alternative and counter-narratives that can be accessed through its Counter-Narrative Library and Collections. As such, Hedayah works to implement the communications activities of a country’s National Action Plan and have worked with multiple governments in achieving this new development.

Moreover, Hedayah prioritizes researching how counter-narratives and messaging campaigns are influencing knowledge and behavioral changes in their target audiences to determine which strategies and content are most effective. Through innovative projects such as working with social media influencers or private industry and search engine optimization, Hedayah steps outside of traditional CVE programming. Additionally, Hedayah brings relevant stakeholders to a neutral platform, where ideas, creativity and new programming can thrive by convening global events. These strategic dialogues remain a key platform of Hedayah.

STRATEGIC COMMUNICATIONS AND MESSAGING
PROGRAMMATIC EXAMPLES
STRATEGIC COMMUNICATIONS AND MESSAGING

1. Countering Foreign Terrorist Fighters (FTF) recruitment workshop.
2. Workshop on mapping the experiences for former extremists from disengagement to CVE involvement.
3. Workshop on how governments can use former extremists within CVE programs and messaging.
5. Direct request from government to support the development of a CVE communications strategy that already had a National Action Plan without a communications strategy.
6. Scoping visit.
7. Detailed meeting with government officials, various ministries, CSOs, media.
8. Development of CVE communications strategy.
9. Launch of communication programs in country identified in needs assessment.
10. Implementation and training of communications strategy to relevant stakeholders.
11. Continue with mentorship program in-country.

WORKSHOP ON BETTER UNDERSTANDING HOW GOVERNMENT CAN ENGAGE WITH FORMERS MORE PRACTICALLY TO PVE

Hedayah conducted a workshop that aimed to increase the awareness and capabilities of government officials within the Western Balkans on the roles former extremists can play within CVE. Hedayah guided participants through practical sessions that discussed developing a SWOT Analysis, a risk assessment and practical programmatic ideas. The workshop included government officials who have previously engaged with formers, as well as former extremists who are currently involved in countering violent extremism at both the grassroots and policymaking level.
In collaboration with UN Women, Hedayah convened researchers, policymakers and practitioners in a workshop titled, CVE Extremist Narratives and Combating Incitement: The Role of Gender. The workshop built upon relevant UN resolutions, Global Counterterrorism Forum frameworks and insights on the different roles gender plays in preventing and countering violent extremists’ narratives. Hedayah and UN Women are currently producing a policy brief as an outcome of the work which will provide evidence-based guidance and concrete recommendations for researchers, civil society actors, UN agencies and regional bodies, policymakers and practitioners on the ground.
MASAR means “path” or “trajectory” in Arabic. This mobile application assists practitioners and policymakers in creating a plan for monitoring, measurement and evaluation (MM&E) of preventing and countering violent extremism (P/CVE) programs and projects. MASAR walks a user through a comprehensive process for helping design P/CVE programs, collecting information about the user’s activities and recommending resources to support the development of goals and objectives, indicators, data collection, methods and evaluation.

Our program has three primary objectives:

1. Sensitizing governments to the drivers of violent extremism and its own role in ameliorating and/or exacerbating those drivers.
2. Using the National Action Plan design and delivery process to establish effective and sustainable cross-government structures for P/CVE.
3. Enabling recipient countries to better identify P/CVE needs and their appropriate responses.

Upon the recommendation of the United Nations Secretary-General’s Plan of Action to Prevent Violent Extremism that “each Member State should consider developing a national plan of action to prevent violent extremism which sets national priorities for addressing the local drivers of violent extremism,” Hedayah’s National Strategies and Action Plans expertise provides pro-bono technical support and capacity building to partner governments, drawing on emerging international good practices. This highlights the importance of a holistic and inclusive process, with input from relevant cross-government and civil society actors, to achieve an overarching strategic framework, which effectively reduces the threat of violent extremism.
As part of the follow-up action plan to the Abu Dhabi Memorandum on Good Practices for Education and Countering Violent Extremism (CVE), Hedayah continues its efforts to further understand and strengthen the relationship between education and CVE. There are opportunities to leverage and include both religious and conventional education in CVE strategies and programs to prevent radicalization and build resilience among communities most vulnerable to violent extremism. Accordingly, Hedayah continues to share its good practices and conduct workshops with countries where CVE actors seek to enhance their education and CVE strategies. Furthermore, Hedayah now aims to expand its CVE and Education Program through tailored capacity building activities for a variety of education practitioners throughout a number of regions. Hedayah also seeks to investigate which approaches are most successful in creating impact on the ground through a focus on robust monitoring and evaluation of this program.

“Personally those of us who went for the training, so far our [teaching] methodology has changed a bit. Before that we didn’t know that it is our role to incorporate other aspect of peaceful way of living in the community regardless of our background that will help in the promotion of violence free environment” - Participant of Preventing Violent Extremism through Education workshop in Uganda
In recognition of the multi-faceted solutions to violent extremism, it is crucial to ensure the threat is approached in a comprehensive manner. To do this, government entities must share the burden of countering violent extremism with community actors. Accordingly, Hedayah prioritizes community engagement with multiple actors among its key expertise. Existing CVE efforts have begun to integrate perspectives of various local actors including youth, gender, families, police officers and religious leaders. Under community engagement, this also includes building the capacities of NGOs, civil society, semi-government organizations and international organizations to effectively implement CVE activities.

Hedayah focuses on taking these initiatives further by ensuring that local actors and practitioners are well equipped with the tools and knowledge through a variety of trainings and funding opportunities. Hedayah works to develop specific and tailored capacity building curricula to guide a wide range of practitioners, including social workers and law enforcement agencies in supporting families through the CVE-cycle.

For example, Hedayah engages with police academies in priority countries to embed culturally-literate CVE approaches into their training curricula. This program offers a considered process of curriculum development, aided by a train-the-trainers approach. Importantly, this offers a sustainable alternative to ‘one-off’ international trainings for on the ground police officers.
With a goal of re-orientating police services in priority countries to community-based approaches that more effectively counter violent extremism, the Community Policing for CVE program currently works in Jordan, Kosovo, Nigeria and Tanzania. Continuous engagement with police leadership, academy instructors, curriculum developers and management in select partner countries allows this program unique access to inform and augment police academy curriculum and training methodology.

The community policing model promotes a reliable and mutual flow of information between the public and the police, as well as effective security partnerships with community leaders and social organizations. We are able to achieve this goal through the following four phases:

- **Phase 1: Introductory Mutual Learning Workshops**
- **Phase 2: Curriculum Development**
- **Phase 3: Embedding New Curricula**
- **Phase 4: Partner Training for Priority Officers**

**PROGRAMMATIC EXAMPLE**

**COMMUNITY POLICING FOR CVE**

**PROGRAMMATIC EXAMPLE**

**STRIVE GLOBAL PROGRAM**

The Strengthening Resilience to Violent Extremism (STRIVE) Global Program, funded by the European Union with a grant of five millions euros, aims to build the capacity of state and non-state actors to effectively challenge radicalization and recruitment to violent extremism while continuing to respect human rights and international law. STRIVE Global projects fall under four key strands:

- Raising Awareness of and Building Support for CVE
- Empowering Civil Society Initiatives to P/CVE
- Addressing Challenges of Media Coverage of Terrorism
- Developing Research Resources as an Evidence Base for CVE Interventions

One of the program’s numerous projects, titled Supporting Youth Resilience to Online Propaganda of Violent Extremism, aims to strengthen youth resilience to online propaganda of violent extremist views in Kyrgyzstan among youth (between 14–28 years old) from educational institutions and young labor migrants’ communities. Thus far, the project, implemented by the Civil Initiative on Internet Policy (CIIP), collected and analyzed over 100 video narratives online to produce one CVE video narrative most impactful nationally. CIIP also developed two versions of a digital and media literacy curriculum that they will pilot among youth in 56 schools.
Hedyah prioritizes its expertise in disengagement, deradicalization and reintegration of individuals who are either in the process of radicalization, or convicted and imprisoned, or released from prison. Current CVE efforts frequently aim to combine different elements of rehabilitation and reintegration programs to ensure that these individuals reject violence and become constructive members of their communities.

Hedyah contributes to these efforts by helping design and develop initiatives that seek to successfully reintegrate individuals back into society. This effort includes Returning Foreign Terrorist Fighters (RFTFs) and Home-Grown Terrorists, as well as radicalized youth, children and family members. We believe that some of the reintegrated individuals can become positive role models with messages that will be valuable in preventing radicalization and recruitment within their communities. Additionally, Hedyah continues to better understand the experiences and narratives of formers to improve its existing and new CVE related projects.

**Programmatic Examples**

**Deradicalization, Disengagement & Reintegration**

- **1.** A tailored curriculum with a specific focus on prevention, rehabilitation and reintegration with regards to vulnerable and radicalized children and youth in Tunisia.

- **2.** Capacity building programs in partnership with the National Commission of Tunisia for social practitioners working in child detention centers (Ministry of Justice), community-based centers (Ministry of Social Affairs) and the delegate for the protection of children (Ministry of Family, Women, Children and Elders).

- **3.** Strengthened partnerships among the private sector, civil society and practitioners (multi-agency) to work on the issue of youth radicalization.

- **4.** MM&E and Mentorship workshops for civil society organizations and aforementioned social practitioners on project-planning and MM&E (operational capacity).

- **5.** Mobilization of existing local resources to ensure sustainability of the recipients’ project ideas.
GET IN TOUCH

Hedayah
Villa 7, Mafja Al Bateen St.
Bateen Area
Abu Dhabi, United Arab Emirates
P.O. Box 127931

T +971 2 499 2100
F +971 2 445 4417
info@hedayah.ae

www.hedayahcenter.org