

COUNTERING VIOLENT EXTREMISM IN PRISONS GOOD PRACTICES GUIDE

By **Christopher Dean, Sebastien Feve**
and **Eelco Kessels**

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Introduction

The Countering Violent Extremism in Prisons Good Practices Guide is intended to help prison authorities design and review their approaches to managing violent extremist offenders (VEOs) and identifying and addressing radicalization and recruitment to violent extremism in prisons, as well as to aid prison wardens and senior leadership to enhance their institutional and staff methodologies. It translates available good and promising practices identified across a number of key international and regional documents into an accessible framework to assist prison authorities improve their approaches. The Global Center on Cooperative Security developed this guide as part of its Countering Violent Extremism in Prisons capacity-building and training program.

This guide identifies five interdependent domains of good and promising practices associated with effective management of VEOs and violent extremism in prisons: regime, security and intelligence, risk and need assessment, interventions, and reintegration.

- **Regime** - preventing, managing, and countering violent extremism through routine prison governance, standards, activities, and procedures
- **Security and intelligence** - preventing, managing, and countering violent extremism by maintaining the safety and security of VEOs and other offenders, prison staff members, and the wider population and appropriately gathering and sharing intelligence
- **Risk and need assessment** - effectively and appropriately assessing VEOs and radicalization to violent extremism
- **Interventions** - implementing purposeful and planned activities to reduce and prevent radicalization and recruitment to violent extremism
- **Reintegration** - preparing VEOs and other prisoners suspected of having radicalized to violent extremism for their release and successful reintegration into the community

Across each of these domains, this guide presents a series of questions relevant to three spheres of interest to prison authorities: prisoners, prison staff, and other governance issues. This guide deliberately presents practices as questions to provoke consideration of the relevance and importance of each area for the

user. Users of this guide are invited to reflect on whether measures described represent a current strength or challenge in their prison or prison service and reflect on the associated opportunities and obstacles relevant to each question that assist prison authorities in or prevent them from attaining these objectives.

Methodology and Content

In addition to academic research and national experiences collected by the Global Center from different prison services through its Countering Violent Extremism in Prisons program and related work, this guide is based on the cross-referencing of principles, practices, and processes identified across four key international documents. These particular documents have been selected due to their relevance to the issue of countering violent extremism in prisons, their international reach, and the credibility of the sources on which they are based, including academic papers, organizational reports, and the insights of international experts.

- **Global Counterterrorism Forum, Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders**, 2012
- **Radicalisation Awareness Network**, working papers in 2015 and 2016 on countering radicalization in prison and probation
- **UN Office on Drugs and Crime, Handbook on the Management of Violent Extremist Prisoners and the Prevention of Radicalization to Violence in Prisons**, 2016
- **Council of Europe**, “Council of Europe Handbook for Prisons and Probation Services Regarding Radicalisation and Violent Extremism,” 2016

These documents often reference or incorporate the *United Nations Standard Minimum Rules for the Treatment of Prisoners (The Nelson Mandela Rules)*. The Nelson Mandela Rules are critical to the treatment of prisoners, including VEOs, and the management of prisons, including those housing VEOs, and underlie many of the practices included in this guide. Certain good practices listed here may apply to other types of prisoners or to prison management in general and are included because these practices have been specifically identified as important in managing VEOs.

Caveats

This guide is a starting point to inform a decision-making process during which further consultation of relevant resources is advisable.

Guide users should appreciate that many of the practices identified are promising, given the relative lack of data, experience, and evaluation to substantiate the efficacy or propriety of these practices. There should be caution in assuming that practices will be inherently effective or desirable in every jurisdiction or circumstance. Users should query whether there are particular features of their national laws, policy, prison service, prison institutions, VEO population, prison population, and wider society and culture that suggest particular practices may not be appropriate or productive. Some of the practices may simply not apply because of the specific circumstances of the prison service or wider criminal justice system. For example, staff in some jurisdictions may have no influence over the conditions of release for prisoners.

The phrase “where appropriate” is used to identify good practices that require additional

consideration given their context-dependent qualities. For example, when asking if “VEOs have regular contact with families and relevant community actors while in custody,” such contact is generally identified as likely to have a positive influence on VEOs. Yet, there may be circumstances when this is not the case, such as when the family of the offender may be further reinforcing their risk of violent extremist offending. As a result, a number of practices listed in this guide are identified as specifically dependent on local circumstance when their potential to generate positive outcomes is considered.

Users should be aware that no prison or prison service would comply with all of the good and promising practices highlighted in this guide, which presents an ideal to help identify feasible changes that can enhance approaches taken. Users should also recognize that although this guide focuses on five different domains, these should not be isolated from one another. For example, many of the good practices for interventions in prison will also apply to those interventions used during reintegration and in the community.

Guide Edition

This is the third edition of the “Countering Violent Extremism in Prisons Good Practices Guide,” which has been continuously updated with the latest expertise and practices available. The first two editions were published in August 2016 and June 2017.

Feedback is welcome for inclusion in future editions. Please submit comments and indications of interest to participate as a peer reviewer at info@globalcenter.org.

GOOD PRACTICES GUIDE

1. Regime

This domain focuses on considerations relating to good and promising practices associated with preventing, managing, and countering violent extremism through routine prison governance, standards, activities, and procedures.

	Key Considerations Regarding Prisoners and the Prison Regime
Principles, rules, standards, services, and facilities	<p>1.1 Are all prisoners treated humanely and with respect for their inherent dignity as human beings in line with international standards such as the Nelson Mandela Rules?</p> <p>1.2 Are the human rights of all prisoners protected and the rule of law applied in line with international standards such as the Nelson Mandela Rules?</p> <p>1.3 Do the conditions of detention meet at least the basic needs of prisoners, including their accommodation, bed, bedding and clothing, drinking water and nutrition, access to open air and exercise, access to natural and artificial light, and access to a temperature appropriate to health, as well as personal hygiene, sanitation facilities, and access to health care services?</p> <p>1.4 Are torture and inhuman and degrading treatment of prisoners, including use of solitary confinement, prohibited in line with international standards such as the Nelson Mandela Rules?</p>
Prisoner activities	<p>1.5 Are a variety of constructive out-of-cell activities provided for prisoners?</p> <p>1.6 Do prisoners have sufficient group and individual access to out-of-cell activities?</p> <p>1.7 Do prisoners have sufficient group and individual access to religious and spiritual care?</p>
Segregation of VEOs	<p>1.8 When VEOs are segregated from the regular prison population, are processes such as interventions, behavioral monitoring, and regular reviews in place to enable them to return to the regular prison population when appropriate?</p> <p>1.9 Are there clear and, ideally, legally based criteria for when VEOs will enter and leave segregated conditions?</p> <p>1.10 Is an appropriate and effective regime, including access to activities and religious and spiritual resources, in place for VEOs who may be segregated from the regular prison population?</p>
Treatment of VEOs	<p>1.11 Are VEOs' legally accepted cultural and religious norms respected?</p> <p>1.12 Is the right of VEOs to freedom of religion or belief respected, including access to approved religious texts?</p>
Special groups of VEOs	<p>1.13 Is consideration given to the specific needs and management of foreign fighters convicted of terrorism offenses, including treatment of trauma and establishment of their activities abroad?</p> <p>1.14 Is consideration given to the specific needs and management of children, including their developing maturity and the application of international juvenile justice standards and norms?</p>

Key Considerations Regarding Prisoners and the Prison Regime

Special groups of VEOs	<p>1.15 Is consideration given to the specific needs and management of girls and women, including addressing distinct motives for involvement, coping with abuse and stigmatization, and applying appropriate international standards and norms?</p> <p>1.16 Is consideration given to the needs of first-time offenders and pretrial detainees?</p>
Influence of wider society on VEOs	<p>1.17 Is sufficient attention paid to the impact of social and political events on the behavior of VEOs?</p>

Key Considerations Regarding Staff and the Prison Regime

Selection	<p>1.18 Are staff carefully recruited, vetted, and selected to work with VEOs based on their qualities, skills, and experience?</p>
Support	<p>1.19 Is an appropriate level of resources, training, and supervision provided to staff, especially less experienced staff, working with VEOs?</p> <p>1.20 Is there dedicated staff to investigate and advise general staff on concerns about radicalization and recruitment to violent extremism?</p>
Training	<p>1.21 Do staff receive awareness training about radicalization and recruitment to violent extremism in prisons and the contribution they can make to preventing and addressing this?</p> <p>1.22 Are training programs tailored to the different roles and responsibilities of staff in working with VEOs and countering radicalization to violent extremism?</p> <p>1.23 Are staff aware of their roles and responsibilities in supporting intervention efforts?</p>
Backgrounds	<p>1.24 Are staff from different professional backgrounds (e.g., faith leaders, teachers, psychologists, and social workers) available to work with VEOs?</p> <p>1.25 Do staff come from the same or similar backgrounds as VEOs, including, when appropriate, language, ethnicity, culture, and religion, and are they sensitized to and skilled to work with the VEOs' particular backgrounds?</p>
Relationships with prisoners	<p>1.26 Do staff engage with VEOs in a professional, constructive, and positive manner, for instance by being empathic, listening, treating VEOs fairly and respectfully, behaving appropriately, and encouraging hope and personal development?</p> <p>1.27 Are staff aware of everyday actions and interactions with prisoners that can provide intervention opportunities and help build resilience to radicalization and recruitment to violent extremism?</p> <p>1.28 Are staff aware of actions that may exacerbate or reinforce violent extremist thinking or increase risk of radicalization and recruitment to violent extremism?</p> <p>1.29 Are staff encouraged and able to interact positively with VEOs regardless of differences in identity, such as gender, race, religion, and class?</p>

Key Considerations Regarding Staff and the Prison Regime

Relationships with prisoners	<p>1.30 Are processes in place to help staff identify and support those prisoners making efforts to resist being recruited and radicalized to violent extremist groups, causes, and ideologies?</p> <p>1.31 Are processes and criteria in place to help staff identify and support VEOs seeking to disengage and desist from violent extremist groups, causes, ideologies, and actions?</p>
Relations with media	<p>1.32 Are policies and processes in place for staff communications with the media about issues and incidents related to violent extremism and VEOs in prisons?</p>

Key Considerations Regarding Other Governance Issues and the Prison Regime

Prison structure	<p>1.33 Is the physical structure of the prison suitable for accommodating VEOs?</p>
Regime monitoring	<p>1.34 Are processes in place for prison conditions, policies, processes, and practices to be independently monitored to help prevent mismanagement of services and abuse of rights and freedoms?</p> <p>1.35 Do prison managers routinely review the effect of prison conditions, culture, policies, processes, and practices on radicalization to violent extremism and VEOs?</p>
Policy implementation	<p>1.36 Are prison policies transparent and implemented in a just and fair manner?</p> <p>1.37 Are tailored and specific policies in place for the day-to-day management of VEOs?</p>
Population management	<p>1.38 Are measures in place to prevent overcrowding?</p>
Political context	<p>1.39 Does prison leadership understand the broader political, media, and public context around violent extremism and VEOs to allow for sensitive and appropriate operational decisions within this environment?</p>
Research and evaluation	<p>1.40 Does the prison service commission high-quality research to inform the design, development, and delivery of operational policies, processes, and practices?</p> <p>1.41 Does the prison service collaborate with other services, academic institutions, and external organizations to conduct research?</p> <p>1.42 Does the prison service openly publish research results to further global knowledge and learning about effective actions?</p>
Consultancy to inform good practices	<p>1.43 Is the prison service connected to local, national, and international networks that can support them in preventing and countering violent extremism?</p>

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2. Security and Intelligence

This domain focuses on considerations relating to good and promising practices associated with preventing, managing, and countering violent extremism by maintaining the safety and security of VEOs and other offenders, prison staff, and the wider population, including through gathering and sharing intelligence.

	Key Considerations Regarding Prisoners and Prison Security and Intelligence
Monitoring	<p>2.1 Are appropriate and proportionate processes in place to monitor the behavior of VEOs and prisoners that are considered “of concern” regarding becoming radicalized to violent extremism?</p> <p>2.2 Are appropriate and proportionate measures in place to monitor and manage contact of VEOs with other offenders?</p> <p>2.3 Are appropriate and proportionate measures in place to monitor and manage visitors of VEOs, including vetting procedures?</p> <p>2.4 Are appropriate and proportionate measures in place to monitor and manage the communications of VEOs, including phone calls, letters, and internet use?</p> <p>2.5 Are appropriate and proportionate measures in place to monitor and manage the activities of VEOs who have formed groups in prison, including the possibility of transferring individuals to other prisons?</p>
Responding to prisoner recruitment	<p>2.6 Are appropriate and proportionate actions used against prisoners suspected of radicalizing and recruiting other prisoners to violent extremism?</p> <p>2.7 Are procedures applied to respond to concerns about prisoner radicalization and recruitment to violent extremism?</p>
Safety	<p>2.8 Are mechanisms in place to enable prisoners to express concerns about their safety?</p> <p>2.9 Are steps taken to protect prisoners who are seeking to resist recruitment to and disengage from violent extremist groups?</p> <p>2.10 Are measures in place to protect the safety of all prisoners, including VEOs, and their families, especially those participating in interventions?</p> <p>2.11 Are policies and processes in place to mitigate the effects of VEOs threatening, blackmailing, manipulating, and corrupting other prisoners?</p>

Key Considerations Regarding Staff and Prison Security and Intelligence

Safety and security	<p>2.12 Are measures in place to protect staff and their families, including practitioners delivering interventions?</p> <p>2.13 Are policies and processes in place to mitigate the effects of VEOs threatening, blackmailing, manipulating, and corrupting staff members and their families?</p> <p>2.14 Are processes in place to mitigate the possibility of staff members being radicalized and recruited to violent extremism by prisoners?</p> <p>2.15 Are safeguards in place to ensure staff are not engaged with violent extremist groups, causes, and ideologies; criminal gangs; and organized crime groups?</p> <p>2.16 Are processes in place to rotate staff who may have regular and sustained contact with VEOs?</p> <p>2.17 Is dynamic security utilized throughout the prison, i.e., do staff seek to form professional and positive relationships with prisoners to maintain order and control?</p> <p>2.18 Do staff understand the appropriate responses to incidents and emergencies related to violent extremism?</p>
Information sharing among staff	<p>2.19 Are staff trained to actively gather security-related information and transmit this to relevant colleagues and other agencies?</p> <p>2.20 Are information and intelligence shared in a safe, managed way, with regular and appropriate submissions to partner agencies, such as the police?</p> <p>2.21 Are regular meetings, briefings, and awareness bulletins used to ensure effective information exchange about security-related issues among staff?</p> <p>2.22 Do staff understand the appropriate processes for communicating information, intelligence, and personal concerns about violent extremism–related issues, such as suspected cases of radicalization and recruitment to violent extremism?</p> <p>2.23 Is information exchanged with other jurisdictions and allied international agencies, especially about prisoners who may have been involved in terrorism-related activity abroad?</p>
Information management	<p>2.24 Is guidance provided on the appropriate use of intelligence for different purposes (e.g., its use within legal and human rights frameworks, proportionate to the identified risk, and to identify reductions and increases in risk or threat), and is it sufficiently contextualized?</p> <p>2.25 Are efforts made to ensure a constructive relationship between staff and those involved in interventions with VEOs?</p> <p>2.26 Are information and intelligence stored, shared, and managed appropriately and securely in prisoner case files?</p> <p>2.27 Are information and intelligence from different sources and contexts and gathered by different methods used to develop a comprehensive and accurate picture to inform decision-making about how prisoners are managed, where they are located, and how they are monitored?</p>

Key Considerations Regarding Other Governance Issues and Prison Security and Intelligence

Security monitoring	<p>2.28 Is there sufficient focus on physical (e.g., locks and bars), procedural (e.g., possessions and searches), and dynamic (e.g., staff-prisoner interactions and constructive activities) security measures?</p> <p>2.29 Are monitoring procedures in place to ensure religious, cultural, and educational services, as well as the associated materials, are authorized and conducted appropriately?</p> <p>2.30 Are security measures reviewed regularly and modified as necessary?</p> <p>2.31 Is there a structured intelligence and information system in place (e.g., a central intelligence unit) to gather, analyze, and disseminate information related to security and safety issues?</p> <p>2.32 Are information-sharing agreements with clear rules and responsibilities in place to facilitate the exchange of information and intelligence between relevant agencies and organizations?</p> <p>2.33 Are multiagency arrangements in place for managing VEOs?</p>
Incident planning and responding	<p>2.34 Are policies, plans, and equipment in place to enable staff to effectively respond to incidents and emergencies related to violent extremism and VEOs?</p> <p>2.35 Are policies and measures for effectively responding to violent extremist incidents and emergencies routinely reviewed?</p> <p>2.36 Are measures in place to prevent the escape of VEOs, including measures to prevent violent extremist individuals and groups from entering prisons to facilitate escapes?</p>

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3. Risk and Need Assessment

This domain focuses on considerations relating to good and promising practices in the effective and appropriate assessment of VEOs and radicalization to violent extremism.

	Key Considerations Regarding Prisoners and Risk and Need Assessment
Availability of specialist assessments	<p>3.1 Are risk and need assessment protocols that are specifically designed for, or take into account relevant risk and need factors of, those prisoners who have committed violent extremist offenses available (e.g., to help assess risk and type of reoffending)?</p> <p>3.2 Are risk and need assessment protocols that are specifically designed for, or take into account relevant risk and need factors of, those prisoners deemed at risk of committing future acts of violent extremism available?</p> <p>3.3 Are risk and need assessment protocols that are specifically designed for, or take into account relevant risk and needs factors of, those prisoners deemed at risk of radicalizing and recruiting others to violent extremism available?</p> <p>3.4 Are risk and need assessment protocols available to identify prisoners for whom there may be concerns about potential radicalization to violent extremism?</p> <p>3.5 Do risk and need assessments accommodate prisoners associated with different types of violent extremist groups, causes, and ideologies?</p>
Prisoner involvement in assessment	<p>3.6 Are prisoners involved in providing information, for example through interviews and written representations, to assist with risk and need assessment?</p>
Tailoring assessment to prisoners	<p>3.7 Does risk and need assessment accommodate individual differences between prisoners (e.g., age, gender, previous criminality, involvement in foreign conflict, lone versus group action, leadership versus follower roles, and mental health)?</p> <p>3.8 Do available risk and need assessments assess whether prisoners identify with violent extremist groups, causes, and ideologies or are involved in violent extremism for other reasons (e.g., for more conventional criminal motives or as a coping strategy during incarceration)?</p> <p>3.9 Do risk and need assessments seek to understand wider social, political, environmental, and peer circumstances that may influence individual prisoner behavior?</p> <p>3.10 Do risk and need assessments accommodate the possibility of prisoners concealing their identification with and commitment to violent extremist groups, causes, and ideologies?</p> <p>3.11 Do risk and need assessments consider factors and circumstances that may protect prisoners from committing future acts of violent extremism, including the prison environment and regime?</p> <p>3.12 Do risk and need assessments consider whether VEOs may already have taken steps to disengage from violent extremist groups, causes, and ideologies and to desist from committing acts of violent extremism?</p>

Key Considerations Regarding Prisoners and Risk and Need Assessment

Tailoring assessment to prisoners

- 3.13 Do risk and need assessments consider factors and circumstances in prisoners' lives that may make them resilient to radicalization and recruitment to violent extremism?

Key Considerations Regarding Staff and Risk and Need Assessment

Selection of assessment staff

- 3.14 Are staff appropriately trained and competent to administer specific risk and need assessment protocols?
- 3.15 Are risk and need assessments typically informed by a variety of staff and partners from inside and outside the prison (e.g., psychologists, chaplains, police, social workers, and families)?

Regularity of assessments

- 3.16 Are risk and need assessments completed by staff at regular intervals or at key stages of a prisoner's sentence (e.g., induction, sentence reviews, and prerelease)?

Bias and assessments

- 3.17 Are procedures in place to manage and prevent staff biases and prejudices that would result in inaccurate risk and need assessments?

Support for assessment staff

- 3.18 Are supervision and support mechanisms in place for staff who complete risk and need assessments?

Sharing assessments

- 3.19 Are risk and need assessments shared with other key agencies, such as the police and probation services?

Understanding of prisoner risks and needs

- 3.20 Do risk and need assessments enable staff to understand whether and why a prisoner is engaged with or disengaged from violent extremist groups, causes, and ideologies?
- 3.21 Do risk and need assessments enable staff to understand whether and why a prisoner may support, facilitate, and commit extremist violence, including consideration of intent, capability, and context?

Informing decision-making

- 3.22 Are risk and need assessments used to inform staff decisions about managing a prisoner's risk and sentence (e.g., for decisions about classification, intervention selection, location, supervision, surveillance, and parole)?
- 3.23 Are risk and need assessments used to identify prisoners of concern regarding possible radicalization to violent extremism and to inform appropriate and proportionate management actions, including recommendations for more thorough assessments to be completed?
- 3.24 Are risk and need assessments used to inform decisions made by multiple staff, ideally with different roles and from different professional disciplines?

Key Considerations Regarding Other Governance Issues and Risk and Need Assessment

Approach and design	<p>3.25 Are risk and need assessment protocols clear in their purpose, aims, and intended outcomes (e.g., risk of reoffending, serious harm, radicalizing and recruiting others to violent extremism, and offending in prison or the wider community)?</p> <p>3.26 Do risk and need assessment protocols provide a transparent, systematic, consistent, and structured approach based on written guidelines or instructions?</p> <p>3.27 Are different types of assessment protocols available for different purposes (e.g., protocols to screen prisoners of concern and provide comprehensive assessment of those convicted for terrorism-related offenses)?</p> <p>3.28 Are risk and need assessment protocols appropriate for the context, population, available resources, and staff capabilities of the prison and prison service?</p> <p>3.29 Are risk and need assessments focused on managing rather than predicting offending behavior?</p> <p>3.30 Are risk and need assessments structured around evidence-based indicators?</p> <p>3.31 Do risk and need assessment protocols measure changes in behavior and attitudes over time?</p> <p>3.32 Do risk and need assessments identify the likely victims of a particular threat?</p>
Monitoring	<p>3.33 Is the use of risk and need assessments routinely monitored to ensure their intended purpose?</p>
Evaluation	<p>3.34 Is research conducted to evaluate the effectiveness of risk and need assessment protocols, for example to evaluate whether they are actually used and are user friendly (utility) and whether they measure what they are intended to measure (validity) and do so consistently (reliability)?</p>

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4. Interventions

This domain focuses on considerations relating to good and promising practices in implementing purposeful and planned activities to reduce and prevent radicalization or recruitment to violent extremism.

	Key Considerations Regarding Prisoners and Interventions
Consent to participate	<p>4.1 Do prisoners consent to participate in interventions voluntarily when appropriate?</p> <p>4.2 Do prisoners understand the intended goals and outcomes of interventions and their roles and responsibilities in achieving them?</p> <p>4.3 Are prisoners made aware of the limits of confidentiality while participating in interventions?</p>
Incentives for participation	<p>4.4 Are prisoner participation in, progress made on, and completion of interventions appropriately recognized and rewarded?</p> <p>4.5 Are incentives used to encourage and reinforce prisoner efforts to disengage from violent extremist groups, causes, and ideologies and to desist from being involved in acts of violent extremism?</p>
Tailoring interventions	<p>4.6 Are risk and need assessments and other assessments, such as those that evaluate mental health or learning ability, used to identify which specific interventions or components of interventions are most suitable for each prisoner?</p> <p>4.7 Do interventions address the specific reasons why individual prisoners are interested and involved in violent extremist groups, causes, and ideologies?</p> <p>4.8 Are interventions responsive to an individual's current level of engagement or disengagement from a violent extremist group, cause, and ideology?</p> <p>4.9 Are interventions tailored to respond to individual differences among prisoners (e.g., age, gender, previous criminality, involvement in foreign conflicts, lone versus group action, leadership versus follower roles, mental health, religious and cultural background, peer influence, and language)?</p> <p>4.10 Are interventions delivered in a format responsive to the participant's learning needs?</p> <p>4.11 Do interventions vary in terms of their timing, duration, intensity, and focus depending on the assessed risk and need of individual prisoners?</p>
Availability of interventions	<p>4.12 Are specialized or tailored interventions available for prisoners who are identified with and committed to violent extremist groups, causes, and ideologies?</p> <p>4.13 Are interventions available for those prisoners who are interested or involved in violent extremist groups, causes, and ideologies for more conventional criminal motives or for other reasons, for instance to make money or through coercion?</p> <p>4.14 Are interventions provided to prisoners showing signs of radicalization and recruitment to violent extremism?</p>

Key Considerations Regarding Prisoners and Interventions

Availability of interventions	4.15 Do interventions meet the specific needs of individual VEOs?
Prisoner progress	<p>4.16 Is prisoner progress during interventions periodically monitored, reviewed, and reported?</p> <p>4.17 Is the progress of individual prisoners in interventions evaluated through a standardized assessment or process, including changes to behavior?</p> <p>4.18 Do prisoners attend case conferences following completion of interventions to recognize their progress and determine how it can be maintained and developed?</p>
Intervention design and focus	<p>4.19 Do interventions strengthen opportunities for prisoners to meet important personal needs without being involved in violent extremist groups, causes, and ideologies, including a sense of belonging, significance, and self-worth?</p> <p>4.20 Do interventions provide opportunities for prisoners to participate fully in life, including forming meaningful relationships and expressing their values legitimately?</p> <p>4.21 Are interventions provided to challenge the justifications and narratives prisoners use to legitimize violent extremism?</p> <p>4.22 Are interventions clear about what prisoner beliefs, ways of thinking, and behavior they intend to change to reduce risk, and is this justifiable in light of their human rights?</p> <p>4.23 Do theology-based interventions invite prisoners to consider broader principles of tolerance, diversity, empathy, and peaceful coexistence?</p> <p>4.24 Are interventions available that facilitate changes to a prisoner's relationship with a violent extremist group, cause, and ideology, i.e., disengagement-type interventions?</p> <p>4.25 Do interventions provide opportunities for participants to discuss and express personal emotions associated with their involvement, offending, and disengagement?</p> <p>4.26 Is developing a respectful and trusting practitioner-prisoner relationship central to interventions?</p>
Intervention goals	<p>4.27 Do interventions prevent prisoners from becoming or remaining engaged with violent extremist groups, causes, and ideologies?</p> <p>4.28 Do interventions prevent prisoners from becoming or remaining prepared to commit offenses on behalf of a violent extremist group, cause, and ideology?</p> <p>4.29 Do interventions prevent prisoners from being capable of violent extremism?</p> <p>4.30 Do interventions prevent prisoners from recruiting and radicalizing others to violent extremism?</p> <p>4.31 Do interventions strengthen a prisoner's ability to express and manage physical, psychological, and emotional issues?</p> <p>4.32 Do interventions include activities that strengthen a prisoner's sense of personal identity and agency?</p> <p>4.33 Do interventions facilitate prisoner disillusionment with violent extremist groups, causes, and ideologies?</p>

Key Considerations Regarding Staff and Interventions

Suitability	<p>4.34 Are interventions completed by credible, qualified, trustworthy, competent, and compassionate practitioners?</p> <p>4.35 Are processes in place to ensure practitioners are working ethically and productively?</p> <p>4.36 Do practitioners respect confidentiality if it does not interfere with security and crime prevention?</p> <p>4.37 Are practitioners appropriately vetted?</p>
Support	<p>4.38 Are practitioners appropriately trained, supervised, and supported?</p>
Backgrounds	<p>4.39 Are a number of different practitioners involved in the delivery of interventions (e.g., psychologists, social workers, religious scholars, former VEOs, and mentors)?</p> <p>4.40 Are practitioners available of different genders, ethnicities, and linguistic abilities?</p>
Liaison with others	<p>4.41 Do intervention practitioners work alongside one another and understand each other's roles and responsibilities?</p> <p>4.42 Are meetings routinely scheduled involving different members of staff and intervention providers to monitor the progress of prisoners?</p>
Awareness of intended outcomes	<p>4.43 Do practitioners understand the intended goals and outcomes of activities and interventions they deliver, for example to develop critical thinking, strengthen civic values, or provide opportunities for prisoners to earn money legitimately?</p>

Key Considerations Regarding Other Governance Issues and Interventions

Format of delivery	<p>4.44 Has careful consideration been given to whether interventions or components of interventions should be delivered in one-to-one or group settings?</p>
Managerial support	<p>4.45 Is there clear and explicit managerial support and accountability for the implementation, delivery, and evaluation of interventions?</p> <p>4.46 Is there regular feedback between intervention practitioners and managers to monitor implementation?</p> <p>4.47 Are appropriate facilities provided to conduct interventions effectively (e.g., meeting rooms, worship facilities, workshops, and sports fields)?</p> <p>4.48 Are processes in place to mitigate peer influence and group interference in interventions?</p>
Deployment	<p>4.49 Is there a strategy regarding whether and how interventions specifically intended to counter violent extremism are deployed alongside general activities in prisons?</p> <p>4.50 Are mentoring, education, sport, art, psychosocial programs, and vocational training provided as part of a holistic approach to interventions?</p>

Key Considerations Regarding Other Governance Issues and Interventions

Deployment	4.51 Are interventions appropriate for the context, culture, population, available resources, and staff capabilities of the prison and prison service?
Monitoring	4.52 Is the appropriate and effective implementation of interventions monitored by staff at headquarters or other external staff?
Evaluation	<p>4.53 Are there processes in place to evaluate the effectiveness and impact of interventions?</p> <p>4.54 Do evaluation efforts consider whether interventions are implemented as intended?</p> <p>4.55 Do evaluation efforts consider whether interventions are productive and for whom, why, and when?</p> <p>4.56 Do evaluation efforts consider the impact interventions have on the wider prison and vice versa?</p> <p>4.57 Do evaluation efforts consider how evaluation findings can inform the ongoing development of interventions and knowledge of effective activities?</p>

GOOD PRACTICES GUIDE

5. Reintegration

This domain focuses on considerations relating to good and promising practices to prepare VEOs and other prisoners suspected of having radicalized to violent extremism for their release and successful reintegration into the community.

	Key Considerations Regarding Prisoners and Reintegration Measures
Planning	<p>5.1 Are reintegration plans for VEOs prepared in sufficient time prior to release?</p> <p>5.2 Do reintegration plans include consideration of accommodation, finance, employment, education, and training opportunities?</p> <p>5.3 Do VEOs have a say in their reintegration plans, such as identifying the best means of support?</p>
Focus	<p>5.4 Do reintegration efforts focus on developing supportive relationships, psychological health and coping, engaging constructively in society, building a healthy identity, and developing critical thinking and a broader understanding of political and social contexts?</p>
Community interventions and support	<p>5.5 Are social, practical, psychological, spiritual, and vocational (including entrepreneurial) interventions available for prisoners to support their reintegration?</p> <p>5.6 Are religious representatives involved in the reintegration of VEOs, including through work with families of VEOs?</p> <p>5.7 Are a variety of state and nonstate organizations and agencies responsible for the management and reintegration of VEOs in the community (e.g., private and charitable organizations, police, intelligence services, housing associations, employment agencies, social workers, local authorities and municipalities, and religious representatives)?</p>
Contact with family and friends	<p>5.8 Do VEOs have regular contact with families and relevant community actors while in custody?</p> <p>5.9 Are opportunities for increased contact with family and friends provided to VEOs as their release approaches?</p> <p>5.10 Are VEOs encouraged to develop positive social networks, including repairing and strengthening beneficial family relationships?</p> <p>5.11 Are processes in place to understand and monitor the potential influence of families, friends, and other individuals on VEOs returning to the community?</p> <p>5.12 Are family members, friends, community members, and victims involved in intervention and reintegration efforts?</p>
Prisoner safety in the community	<p>5.13 Are processes in place to protect the safety and welfare of VEOs and their families during their reintegration into the community, including the possibility of relocation?</p>
Conditions of release	<p>5.14 Are conditions of release appropriate and proportionate to the VEOs' level and type of risk?</p>

Key Considerations Regarding Prisoners and Reintegration Measures

Conditions of release

5.15 In the community, is there a balance between restricting the liberties of VEOs to prevent offending while providing them with opportunities to disengage and desist?

Monitoring of VEOs

5.16 Are VEOs monitored and supervised in the community (e.g., to monitor compliance with release conditions, manage risks, and support their reintegration)?

Key Considerations Regarding Staff and Reintegration Measures

Multiagency communication

5.17 Are staff that are supervising VEOs in the community in regular contact with other agencies working with VEOs?

5.18 Are regular multiagency meetings arranged among staff, other governmental agencies, and community organizations to prepare for the VEOs' release and identify suitable services and support?

Multiagency information sharing

5.19 Is information shared, including classified information where appropriate, with community organizations that may have key roles in supporting the reintegration of VEOs?

5.20 Is information shared with relevant agencies in other jurisdictions when prisoners are relocated or deported?

Multiagency arrangements

5.21 Do state agencies such as the police coordinate multiagency arrangements and community partnerships regarding the management of VEOs?

5.22 Do all partners understand the shared objectives of the multiagency group and their individual roles and responsibilities?

5.23 Do multiagency arrangements focus on security and reintegration concerns?

5.24 Do services and agencies use the same definitions, language, knowledge, understanding, and tools to consider and address relevant issues?

5.25 Is there trust and cooperation between different services and agencies?

5.26 Do prison staff actively liaise with community organizations to support reintegration efforts, such as working with employers to create meaningful work on release?

Key Considerations Regarding Other Governance Issues and Reintegration Measures

Continuity of interventions

5.27 Is there continuity and consistency between prison- and community-based interventions and, where possible and appropriate, intervention providers?

Managerial support

5.28 Are probation officers or their equivalent sufficiently supported by senior managers to negotiate community arrangements?

Key Considerations Regarding Other Governance Issues and Reintegration Measures

Community cooperation	<p>5.29 Are processes in place to try and ensure close cooperation among families, local communities, civil society organizations, and governmental agencies following release?</p> <p>5.30 Are steps taken to encourage the receiving community, including its leaders, to support the reentry and reintegration process?</p>
Engaging with former VEOs	<p>5.31 Is the experience of former VEOs used to support the reintegration of VEOs?</p>
Providing support to families of VEOs	<p>5.32 Is support provided to the families of VEOs?</p> <p>5.33 Are processes in place to protect families and children from being radicalized to violent extremism by relatives who are VEOs or other VEOs in the community?</p>
Engaging with victims	<p>5.34 Are services provided to support victims when VEOs are being released?</p> <p>5.35 Are victims provided with an opportunity to support the VEOs' community reintegration, such as through restorative justice approaches?</p>
Consultancy to inform good practices	<p>5.36 Are reintegration approaches informed by evidence of good and promising practices in this area?</p>



The Global Center on Cooperative Security works with governments, international organizations, and civil society to develop and implement comprehensive and sustainable responses to complex international security challenges through collaborative policy research, context-sensitive programming, and capacity development. In collaboration with a global network of expert practitioners and partner organizations, the Global Center fosters stronger multilateral partnerships and convenes key stakeholders to support integrated and inclusive security policies across national, regional, and global levels.

The Global Center focuses on four thematic areas of programming and engagement:

- multilateral security policy
- countering violent extremism
- criminal justice and the rule of law
- financial integrity and inclusion

Across these areas, the Global Center prioritizes partnerships with national and regional stakeholders and works to ensure respect for human rights and empower those affected by transnational violence and criminality to inform international action.