INDEED

Evidence - Based Model for Evaluation of Radicalisation Prevention and Mitigation

Deliverable No. 2.1

D2.1 SMART Hub Roadmap

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Abstract:

There are two main parts to this deliverable. The first part is about mapping out INDEED's stakeholders, establishing the stakeholders' engagement framework and building a network of SMART (Stakeholder Multisector Anti-Radicalisation Teams) Hubs, which form the basis for the interdisciplinary and participatory engagement throughout the project. This part develops a guidance for the collection of stakeholders, defining their identification and collection mechanisms. The INDEED project's stakeholders include key first-line practitioners working in the field of PVE/CVE and De-radicalisation (Law Enforcement Agencies, prison and probation services, non-governmental organisations (NGOs), civil society organisations (CSOs), social and health services, youth organisations), policy makers including local and regional authorities, and education and research sector that will form the cornerstone of the SMART Hubs. The second part provides a practical guide for the establishment and implementation of SMART Hubs, and a framework to involve and engage the SMART Hubs in the INDEED project. D2.1 is to be read as a ***practical guideline,*** providing steps and procedures to lead the project research beyond the lead activities of T2.2 and T2.3.

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Table of content

List of Figures

List of tables

List of Acronyms

Acronym	Definition
INDEED	Strengthening a comprehensive approach to prevent and counteract radicalisation based on a universal evidence-based model for evaluation of radicalisation prevention and mitigation
CSO	Civil Society Organisation
NGO	Non-Governmental Organisation
CVE	Countering Violent Extremism
PVE	Preventing Violent Extremism
EBEM	Evidence-Based Evaluation Model
EU	European Union
LEA	Law Enforcement Agency
PU	Public
R	Report

SMART Hub	Stakeholder Multisectoral Anti-Radicalisation Team
URL	Uniform Resource Locators
WP	Work Package

1 INDEED PROJECT OVERVIEW

INDEED aims to strengthen the knowledge, capabilities and skills of PVE/CVE and De-radicalisation first-line practitioners and policy makers in designing, planning, implementation and in evaluating initiatives[1] in the field, based on evidence-based approach. INDEED builds from the state-of-the-art, utilising the scientific and practical strengths of recent activities – enhancing them with complementary features to drive advancements and curb a growing rise of radical views and violent behaviour threatening security.

The INDEED methodological framework is based on the '5I' approach i.e 5 project phases: Identify; Involve; Innovate; Implement; Impact. At the core of INDEED's work methodology is an interdisciplinary and participatory approach, which includes the co-creation of individual project phases and implementing them with the close engagement of multi-sectoral stakeholders. The creation of SMART Hubs (Stakeholder Multisectoral Anti-Radicalisation Teams) as part of INDEED is intended to facilitate this process.

The selected results of the project are:

1. The Universal Evidence-Based Evaluation Model (EBEM) for evaluation of radicalisation prevention and mitigation.
2. A practical EBEM-based Evaluation Tool.
3. A collection of user-friendly repositories (repositories of radicalisation factors and pathways into radicalisation; factors strengthening resilience to radicalisation, repositories of evidence-based practices) for practical use by practitioners and policy makers.
4. Targeted curricula and trainings (offline/online).
5. Lessons Learnt and Policy recommendations.

All results will be integrated and openly accessible in the INDEED multilingual Toolkit for practitioners and policy makers in the field for the entire lifecycle of PVE/CVE and De-radicalisation initiatives, from design to evaluation.

INDEED promotes the EU's values and principles; heeding multi-agency and cross-sectoral methods, including gender mainstreaming, societal dimensions and fundamental rights.

1.1 WP2 OVERVIEW

Work Package 2 (WP2) is placed within the heart of the INDEED methodological framework, having a fundamental role in implementing the phases Identify and Involve. Specifically, it will engage with PVE/CVE/ and De-radicalisation practitioners and policy makers as a focal to gather empirical data which will inform the INDEED outputs.

The main objectives of the WP2 are:

1. Engage key first-line practitioners, policy makers (e.g. with the involvement of policy makers from all the relevant levels: EU-level, national-level, but also regional and local authorities) to be involved in the INDEED activities, establish Stakeholder Multisector Anti-Radicalisation Teams (SMART Hubs) and develop a roadmap for repeat engagement throughout the project.

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[1] The INDEED project defines and uses INITIATIVES as policies and strategies, long-term comprehensive programmes, short term actions and ad-hoc interventions.

2. Identify gaps in the current designing, planning, implementation and evaluation of policies, strategies, programmes, actions and interventions in use by SMART Hub practitioners - to advance the state of the art in PVE/CVE/ and De-radicalisation /and other security threat preventive measures.

3. Synthesise findings and establish a baseline of core needs, gaps and potential solutions defined by practitioners and policy makers; enabling the development of the next generation of PVE / CVE and De-radicalisation methods.

4. Gather requirements for the most desirable and feasible training and evaluation tools to be developed through the INDEED project; ensuring that the project's outputs are bespoke to the needs of practitioners and policy makers. The results obtained in WP2, coupled with WP1 will be used to develop the EBEM and EBEM-based Evaluation Tool (WP3), conduct evidence-based evaluations (WP4) and the design of training activities (WP5).

The WP2 results will form the foundation for further work in other work packages such as WP3 (Development of the Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation and an Evaluation Tool dedicated to the PVE/CVE/ and De/radicalisation initiatives), WP4 (Evidence-based evaluation of European, national, regional and local PVE/CVE/ and De/radicalisation initiatives), WP5 (Strengthening Practitioners', Policy makers' Field Competencies for Evidence-based Practice), and WP7 (Communication, Dissemination and Exploitation) amongst others.

1.2 SMART HUBS CONCEPT AND RATIONALE

The core concept of SMART Hubs revolves around the idea of user-centred environments that facilitate a dynamic, robust, and iterative process, using a consolidated research methodology that is co-creative embedded in the co-design philosophy. The network of SMART Hubs provides an inter-institutional work that also opens the "security" approach, puts forward a more grass-root, flexible and long-term approach. Additionally, the SMART Hubs offer an interactive structure that facilitates activities adapted to local/ national contexts, pertinent for local debates, credible innovative solutions. In INDEED, SMART Hubs are characterised by the active involvement of multidisciplinary end-users, practitioners and researchers in complex, real life settings to create new innovative solutions to current and emerging problems in the field of PVE/CVE/ De-radicalisation.

The SMART Hubs methodology seeks to build insights to fill the gaps in the current knowledge in the field of PVE/CVE and De-radicalisation. This approach paves the way to the co-creation of the INDEED project's toolkit under WP5 as well as for the creation of Evidence-based Evaluation Model (EBEM) and EBEM-based evaluation tool in WP3. The network of SMART Hubs whilst facilitating the co-design and co-creation methodology is embedded within the broader context related to future projects on radicalisation and violent extremism. The SMART Hubs will continue to exist as the consortium partners will or might wish to sustain their relationships by inviting them to conferences, workshops, dissemination activities or forging new consortia to collaborate on new projects in the future.

1.3 SMART HUBS' GOALS

The SMART Hubs will serve the following main goals:

- **Strengthening Practitioner Networks:** It is highly desirable that close and sustainable linkages between practitioners are formed throughout and beyond the implementation of a project. Network theories posit that close ties are more resilient than long ties for

8

instigating systems of innovation and change (Centola & Macy, 2007). The formation of hubs may serve to 'shorten' and strengthen links between stakeholders.

- **Ensuring Complementarity:** Bringing together stakeholders that share complementary goals can lead to more productive engagement and outcomes. It may also provide a guiding rationale for the selection of participants as well as geographic distribution of the consortium and project stakeholders.
- **Enabling Comparative Analysis:** A key challenge to collecting end-user requirements to develop co-designed solutions is that the needs of practitioners will widely vary between sectors. This approach allows for PVE/CVE and De-radicalisation initiatives to be compared and distilled through evidence-based research conducted with practitioners for direct use by them.
- **Iterative Cycles of Engagement:** End-users are at the centre of the development of any solution. As such, this approach facilitates frequent and purposeful engagement to gather requirements, co-design, and pilot solutions to ensure high impact outcomes.
- **Multi-Disciplinary Approach:** This approach allows scope for multi-disciplinary and multi-method research. Although tasks should aim to adopt a cohesive methodological approach to allow comparisons to be made, different ontologies and epistemologies can be applied as required by the task.

1.3.1 INDEED TARGET PARTICIPATION GROUPS

One of the main objectives in T2.1 (Identification of key practitioners, policy makers, stakeholders and creation of the involvement roadmap to establish SMART Hubs) is to map key firs-line practitioners and policy makers interested in participating in the INDEED project's activities and utilising its results. This will inform the roadmap for how the INDEED project carries out empirical research intending to generate the state-of-the-art knowledge in the CVE/PVE/ De-radicalisation. To successfully achieve this, the involvement and engagement of key experts using a co-creation approach within the field is fundamental. **INDEED aims at first-line practitioners and policy makers dealing with the evaluation and design of PVE/CVE and De-radicalisation initiatives, however a larger group of stakeholders could be interested and benefit from INDEED's results.** Therefore, the following **target participation groups** have been identified as a key target groups for INDEED to ensure a real multi-agency, multi-stakeholder, multi-/interdisciplinary approach. The Figure below provides a detailed illustration of the project's target groups.
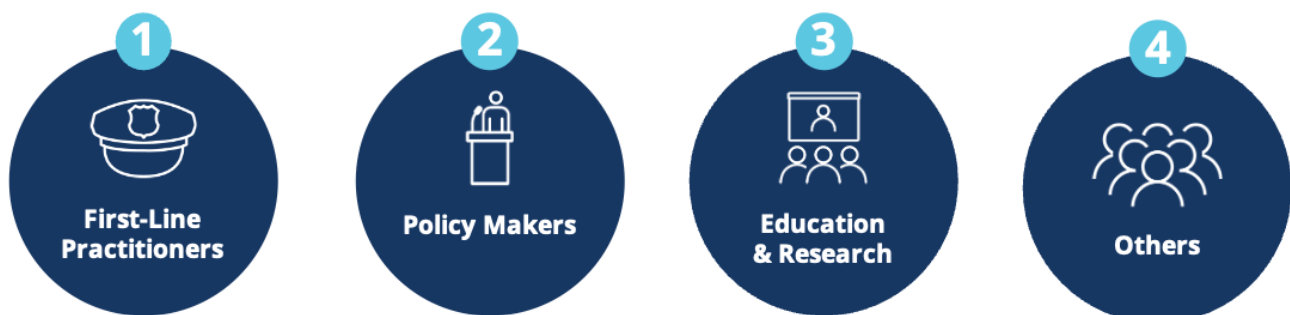
Figure 1 INDEED's Target groups (stakeholders) working in the field of PVE/CVE and De-radicalisation

- **First-line Practitioners:** – Law Enforcement Agencies, prison and probation services, non-governmental organisations (NGOs), civil society organisations (CSOs), social and health services, youth organisations working in the field of PVE/CVE and De-radicalisation.
- **Policy makers:** – local, regional, national, and European authorities, and governmental organisations.
- **Education and Research:** universities, academic intuitions, research organisations, educational institutions, training institutions, staff colleges, EU projects interested in the topic etc.
- **Other:** all other relevant stakeholders that fall outside the above three groups; people and groups interested in the topics of the project such as citizens and youth organisations, media, social groups, schools etc.

All these 4 groups make up the INDEED SMART Hubs.

2 EXECUTIVE SUMMARY

D2.1 concerns the development of the SMART Hub roadmap, being a practical, consortium facing guide to support the INDEED activities. Specifically, it establishes the framework for engaging with the relevant stakeholders (including first-line practitioners and policy makers) and defining their involvement throughout the project, whilst mapping a network of SMART Hubs that informs the basis of the interdisciplinary and participatory engagement throughout the project. The stakeholders engage with the project in multiple ways such as workshops, group discussions, interviews, surveys, verification, testing and validation of proposed solutions, and other dissemination activities.

This SMART Hub roadmap identifies how first-line practitioners and policy maker experts which have relevant expertise in the areas of Preventing Violent Extremism (PVE), Countering Violent Extremism (CVE), De-radicalisation will be continually involved and engaged throughout the project using a co-creation approach.

The deliverable is divided into two main parts:

Part 1 outlines the stakeholder collection processes and methodology, and **Part 2** details the establishment of the INDEED Network of SMART Hubs. Part 2 discusses the structure of the SMART Hubs and provides a practical guide to implementing the geographical SMART Hubs (SH) concept in the INDEED project.

This deliverable draws on several H2020 projects, which would benefit INDEED in multiple forms by delivering outputs that are embedded in validated results obtained from different kinds of interventions (e.g., research actions, exchanges among LEAs, strategic-policy exercises, training courses, pilot projects) within the EU Member States.

- The **PROPHETS**[2] project looks at redefining new methods to prevent, investigate and mitigate cybercriminal behaviours through the development of a coherent, EU-wide, adaptive SECURITY MODEL, built upon the interplay of the human factors within the new cyber ecosystem;
- The **MINDb4ACT**[3] project seeks to contribute to the improvement of the current counter-violent extremism policies and the generation of new ones exploring new insights and connecting to LEAs through collaboration ecosystems (innovative, open, participatory, user-centred environments);
- The **PERCEPTIONS**[4] project aims 1) identify narratives, images and perceptions of Europe held by migrants and people who intend to migrate, (2) investigate how different narratives could lead to problems due to a mismatch of expectation and reality, to migrants and even to national security; and (3) create toolkits of creative and innovative measures to react or even counteract on distorted information, considering social, societal and structural aspects;
- The **MIICT**[5] project seeks to map out challenges and complexities surrounding migration integration into host communities and provide technological toolkits for the migrants to help them access local services including employment, education, and health.

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[2] Entitled "Preventing Radicalisation Online through the Proliferation of Harmonised ToolkitS" Grant No: 786894.
[3] Entitled "Mapping, IdentifyiNg and Developing skills and opportunities in operating environments to co-create innovative, ethical and effective ACTions to tackle radicalisation leading to violent extremism" - Grant No:1374909.
[4] Entitled "Understand the impact of novel technologies, social media, and perceptions in countries abroad on migration flows and the security of the EU & provide validated counter approaches, tools and practices" - Grant No: 833870.
[5] Entitled "ICT enabled public services for migration" - Grant No: 822380.

3 PART 1: STAKEHOLDER IDENTIFICATION, INVOLVEMENT AND ENGAGEMENT

3.1 INTRODUCTION

The INDEED project works a multi-stakeholder collaboration and a real multi-agency and multi-/interdisciplinary approach by bringing together a wide range of stakeholders. This approach could address mistrust in institutions, encourage exchange between them and increase trust in the process and in the project. Simultaneously, **this collaborative approach ensures that the stakeholders have a direct involvement in the production of the evidence-based research and evaluations** to ensure that the project's results meet the needs of PVE/CVE/ De-radicalisation experts/ stakeholders across Europe.

This section is divided into two key areas; 1) **stakeholder identification and collection process and procedures; 2) stakeholder involvement roadmap and engagement strategy.**

The process of collecting and identifying stakeholders is a continuous process and will take place throughout the project's lifetime.

The framework developed within D2.1 follows the following sequential logic:

Figure 2 An illustration of the sequential logic of D2.1

The guidance for stakeholders' identification and collection is provided in the Annex 1.

3.2 STAKEHOLDER COLLECTION PROCESS – AT EARLY STAGE

Following the identification of specific target participation groups, a **stakeholder collection process** was designed at early stage to support the INDEED consortium in determining and building stakeholder groups within each partner country. The consortium partners built and/or

12

continue to build on their existing networks of practitioners and implementing partners and invite the most relevant stakeholders for the project. The stakeholder collection process was designed in a way to cover a wide geographic spread of stakeholders across Europe. Each of the involved partners were tasked with developing a comprehensive list of PVE/CVE/ and De-radicalisation stakeholders which were representative of their country.

3.2.1 DATA COLLECTION

To guide the stakeholder identification, a data collection instrument was designed in an excel spreadsheet which outlined the key informational areas which needed to be populated for each target participation group. This consisted of the following categories and sub-categories:

- Institution name;
- Institution parameters- i.e. global, EU, local, regional, national,
- Any relevant units/sub-units;
- Description of the institution's domain and field expertise;
- Institution online contact details: email address, website URL, phone, social media accounts (Facebook, Twitter, LinkedIn, YouTube), blogs
- Institution offline contact details: street, city, postcode, country;
- Relevant comments;
- Reasoning for including the stakeholder within the target participation group.

This was mirrored for each of the target participation groups: first-line practitioners; policy makers; education and research stakeholders; and other groups as described above. Specifically, the descriptions provided for the project's stakeholders groups above were given for each group to ensure that the partners were cohesive in their identification process.

The figure below provides an example of the data collection instrument for the policy makers target participation group.

Figure 3 Data Collection Instrument Example- Policy makers

The data collection instrument was an essential tool in ensuring that the partners were working on the same document, which supports the harmonisation of the inputs. It also ensured that the partners were given detailed guidance on the processes and steps of data collection through a step-by-step guide on what information is required and how to fill out the template for each perspective stakeholder group. It is important to note that during the stakeholder collection processes, no personal data was collected and included in the Excel spreadsheet.

3.2.1.1   Inclusion/Exclusion Criteria

To ensure the harmonisation of the stakeholder identification and selection processes and the selection of most relevant stakeholders to INDEED, inclusion/ exclusion criteria were based on three main criteria: (1) **areas of expertise and experience**; (2) **relevance of the experts' background to the project's users' needs** in the field of radicalisation, violent extremism, security-related sectors; (3) **interest in taking up the INDEED project's outputs**. To audit the inclusion/ exclusion decisions made throughout the selection process, the data collection template had a dedicated space for partners to provide their rationale for why a specific stakeholder was selected. These selection criteria were applied to widen the participation spectrum to create multi-disciplinarity of the widest possible benefit and the most relevant pool of stakeholders to enhance the quality of stakeholders' involvement and engagement with the project.

3.2.2 SOURCES FOR DATA COLLECTION

The INDEED partners have an extensive outreach within the PVE/CVE/ and De-radicalisation fields, which was utilised to support the identification and selection of the stakeholders. In addition to this, the partners utilised several other sources to ensure that all relevant stakeholders were considered:

- **Websites**: the websites of organisations and institutions were used as a key source of stakeholder identification and collection. The task partners were asked to give due consideration to the activities and engagement of the potential stakeholders in field of PVE/CVE/ and De/radicalisation.
- **Projects and initiatives**: the task partners were asked to conduct a thorough and careful overview and synthesis of government and non-government projects and initiatives and synergise them with the INDEED project's overarching objectives. This practice helped the task partners to identify and collect the most relevant projects inside and outside the INDEED consortium countries. The task partners were asked to assess dedicated project websites, project reports, project findings and the broader media coverage of the relevant project(s).
- **Databases**: a database search was conducted to relate to the most relevant institutions and other relevant stakeholders e.g. policy makers and first-line practitioners, NGOs, and project partners networks.

Specifically, only publicly available (open source) data was used for the identification process and to populate the instrument. For instance, the partners were asked to populate the template with the details of institutions, rather than individuals. Even if personal details related to individuals were available on the stakeholders' websites or other media channels, this was not included, and the partners focused solely on the generic institutional information.

3.3 STAKEHOLDER INVOLVEMENT ROADMAP

The Stakeholder Involvement Roadmap provides a comprehensive list of activities that are envisaged to involve SMART Hubs, their engagement methods/ tools e.g., workshops, group discussions, interviews etc. and project phases. Annex 1 provides a detailed Stakeholder Involvement Roadmap.

3.3.1 DEFINITION OF INVOLVEMENT ROADMAP

Below is a working definition about the stakeholder involvement roadmap, setting guidance on how once identified the stakeholders are envisioned to be involved in different stages of the project.

> *The stakeholder involvement roadmap is **a step-by-step practical plan on how to initially involve different stakeholder groups in the various stages of the project**. The involvement's key objectives will be to create awareness, encourage stakeholders to involve in the project, provide the main activities in which the stakeholders are expected to involve, prepare the ground for a sustained engagement, and enhance project's sustainability and exploitation of results in the future.*

This definition is to be implemented throughout the project to ensure the effective involvement of the stakeholders using an interdisciplinary, participatory and harmonised approach.

These documents are developed in detail within WP6: **Gender, Legal, Ethical, and Social Aspects**.

3.3.2 STAKEHOLDER INVOLVEMENT BENEFITS

The stakeholder involvement with the INDEED project is grounded in mutual benefits. The figure below describes the some of the major [mutual] benefits that this collaboration will yield to:

Benefits for INDEED

Helps place stakeholders at the centre of the project.

Increase diversity in perspectives.

Build a pool of resources to be exploited throughout the project.

Map out gaps in the existing knowledge domains.

Facilitate sustained interactions/ communications at various levels.

Explore the market for potential new products.

Identify, map out, and validate users' requirements.

Benefits for stakeholders

Gain visibility and widen their networks.

Strengthen internal research/analysis processes.

Be able to discuss their needs, demands, and expectations with developers.

Be part of the design and development of the tool they will use in the future.

Gradual familiarisation with tool and the potential it has in its implemetation.

Forge relationships with diverse stakeholders for future collaboration.

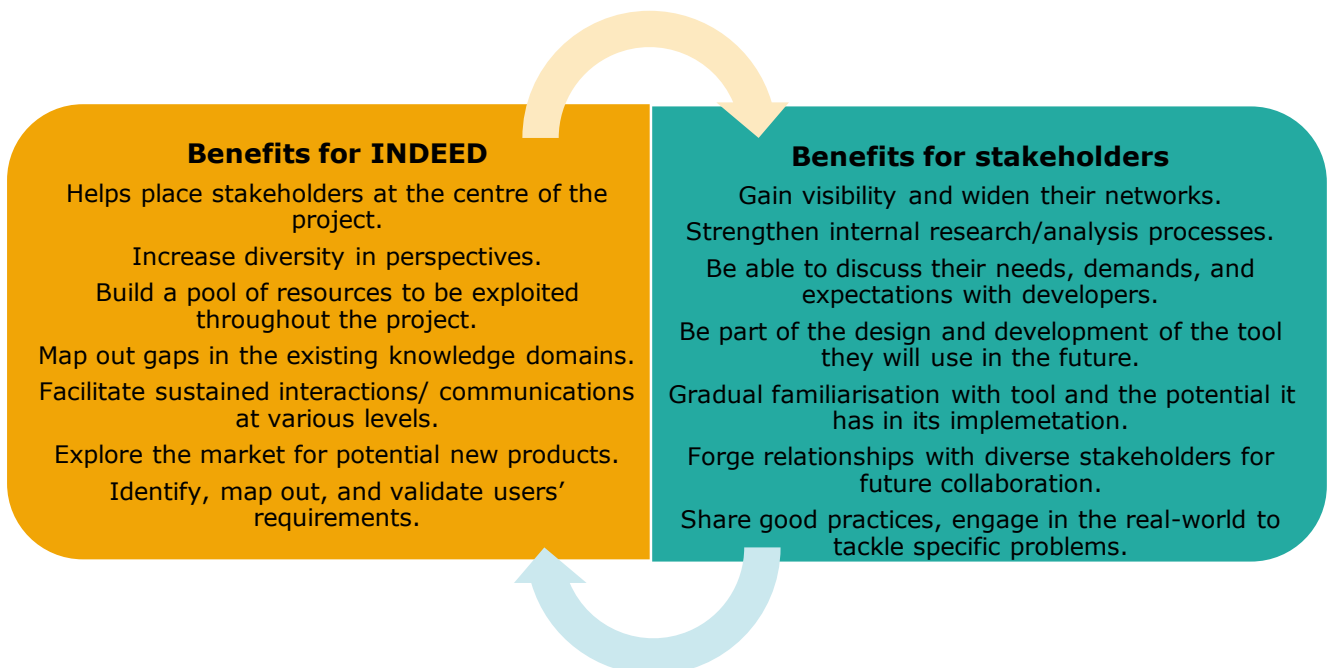Share good practices, engage in the real-world to tackle specific problems.

Figure 4 An illustration of benefits of stakeholder involvement and engagement

3.3.3 INVOLVEMENT DEFINITION AND MAIN PRINCIPLES

The involvement (explained above) and engagement concepts share certain overlapping features. This deliverable defines 1) **involvement** as the initial process of including stakeholders

15

within the project network; and 2) **engagement** as a guideline aimed at **achieving the stakeholders' sustained support** to project activities and **uptake of results** within the project lifetime and beyond.

The main involvement principles include:

- **Diversity and non-discrimination** encourage the consortium members to engage the stakeholders in a way which respects the views, rights and behaviours of all those engaged with the project, and which emphasizes their diversity (e.g. religion, gender, nationality). The consortium partners were also encouraged to strictly adhere to the stakeholder identification and collection criteria to safeguard against the entry of any entity known to publicly discriminate against any individual, group, or the public.
- **Non-politicisation** encourages the consortium members to involve and engage stakeholders without any discrimination based on their political affiliations, especially policy makers and local and regional authorities. However, the consortium members shall strive for 'a broadened participation' to ensure that the entry of entities known for discriminating publicly against any group or individual or the public is avoided.
- **Gender mainstreaming** encourages all consortium members to ensure the inclusion of a meaningful and sustained gender aspect.
- **A multidisciplinary approach** involves drawing appropriately from multiple disciplines to redefine problems o and reach solutions based on a new understanding of complex situations (Hochstadt and Harwicke, 1985). The multidisciplinary approach perspective and approach was clearly defined in the project and given due significance in the concurrent activities to ensure a good mix of stakeholders and achieving a multi-faceted collective engagement.

3.4 GENERAL CONSIDERATIONS, RISKS AND MITIGATION MEASURES

The general considerations, risks, and mitigation measures envisioned apply to both stakeholder **involvement** and **engagement**.

The stakeholder involvement roadmap and engagement strategy are designed and envisaged to provide a set of mitigating measures to some potential **risks,** as identified in Annex 2.

4 PART 2: INDEED SMART HUBS ESTABLISHMENT

4.1 INTRODUCTION

SMART Hubs sit at the centre of the INDEED's working methodology and facilitate an interdisciplinary and participatory approach, which includes the co-design approach[6] and co-creation of individual project phases and implementation.

The table below illustrates briefly the **Phases**, **Stages**, and **Processes** taken to establish and engage SMART Hubs across the INDEED project's activities and using its results, especially in WP2 (Identification on Practitioners' and Policy Makers' Gaps and Requirements) and WP3 (Development of the Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation and an Evaluation Tool dedicated to the PVE/CVE/De-radicalisation initiatives).

The timeframe for this corresponds to the timeframes within which specific research activities will be carried out, as detailed in the stakeholder involvement roadmap—Annex 1.

Table 1 An illustration of the establishment and engagement of SMART Hubs

Phases	Stages	Processes
Identify **– establishing the scientific and empirical foundation of the project and identifying directions for research**	• Identifying stakeholders • Clustering stakeholders into the specific groups • Defining and analysing the state of the art and empirical data	• Identifying stakeholders • Clustering stakeholders into the specific groups • Forming groups for each stakeholder group
Involve **– placing stakeholders at the heart of project activities by co-creating and delivering bespoke solutions**	• Engage and connect to stakeholders • Define and present the SMART Hubs • Operationalise the Building a network of SMART Hubs (location, communication, leaders, scope and indicative activities • Clustering SMART Hubs into different Hubs • Developing stakeholders' engagement roadmap	• Clustering SMART Hubs into geographical hubs

4.2 SMART HUBS ENGAGEMENT STRATEGY

The stakeholder engagement defined in the previous part of this deliverable applies to all activities involving stakeholders in general. However, **Work Package Leaders (WPL) and Task Leaders (TL) can adapt the general stakeholder engagement and its principles to tailor to their activities in a way that suits their working methods and requirements**

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[6] **INDEED's definition of 'Co-design'** means that PVE/ CVE / and De-radicalisation practitioners and policy makers, as experts in the field, will become central to the design and the implementation processes of the INDEED project. Co-design has its roots in the participatory design techniques developed in Scandinavia in the 1970s. This term is a synonym for 'participatory, co-creation and open design processes.'

as well as the requirements and commitments of specific stakeholders. The practical guidelines to construct and implement SMART Hubs together with the roles of the WPL, TL, SMART Hubs Coordination Team, and Focal Points (FP) are discussed in the remainder of this section. The figure below is an illustration of the SMART Hubs engagement framework.
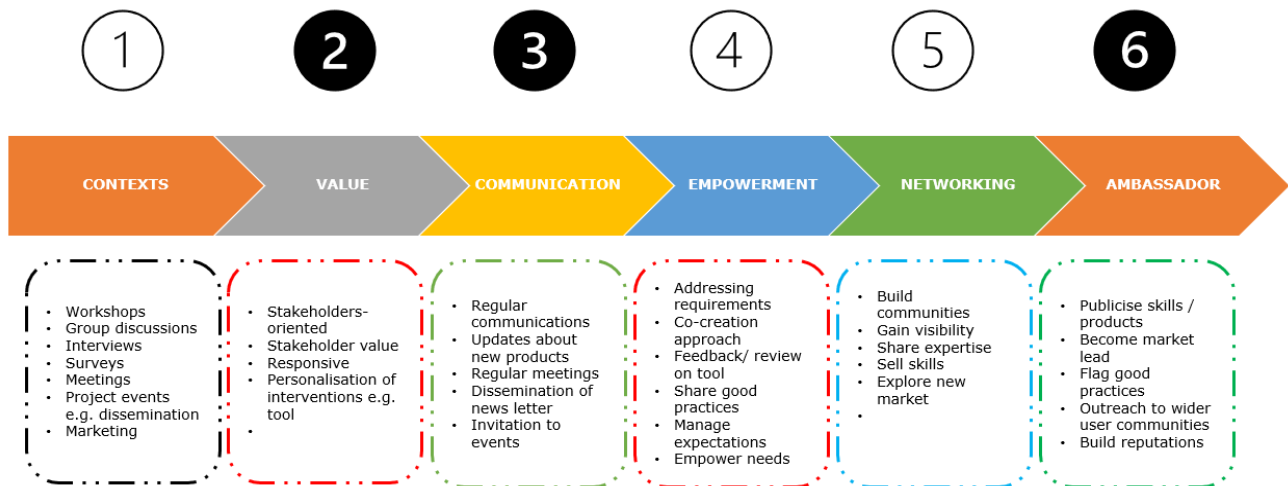

Figure 5 An illustration of the SMART Hubs engagement framework/ model

4.3 SMART HUBS SELECTION CRITERIA

The members of the SMART Hub network are selected on three main criteria: (1) **areas of expertise and experience**; (2) **relevance of the experts' background to the project's users' needs** in the field of designing, planning, implementation and evaluation of policies, strategies, long-term programmes, short-term actions, and ad hoc interventions in the field of PVE / CVE / De-radicalisation and other security threats; (3) **interest in taking up the INDEED project's outputs**.

4.4 SMART HUBS STRUCTURE

4.4.1 GEOGRAPHIC HUBS

Because Member States have different PVE/CVE and De-radicalisation initiatives and evaluation frameworks, geographic hubs, which is clustering multi-level and multi-sector stakeholders into hubs based on geographic location—is playing important roles in highlighting the differences, nuances and opportunities that exist within a single Member State.

1. The consortium builds **geographical SMART Hubs.** These geographical Hubs consist of stakeholders from a given country, from various sectors constituting the project's target groups. Geographical SMART Hubs are/being established **in all 15 countries** represented in the consortium. If there is more than one consortium partner from the same country (e.g., Poland, Belgium, Greece), only one Smart Hub is/being created.

2. Each geographical SMART Hub will have a **Focal Point** who is the first point of contact for stakeholders.

3. The INDEED project follows '3' models to construct the project's network of SMART Hubs. These models include:

- Invitation by the consortium partner from a given country (invitation model);
- Recommendation by other SH stakeholders (recommendation model);
- Expression of interest via INDEED website (expression of interest via website).

15 GEOGRAPHICAL SMART HUBS

SMART Hubs are to be established in all countries represented in the consortium

FOCAL POINT & SH COORDINATION TASK FORCE

You can visit our website to reach out Focal Point for your country or SH CTF

APPLICATION TO SMART HUBS

Fill in the registration form on our website

INVOLVEMENT ROADMAP

SMART Hubs Members will be involved in different project's activities

Figure 6 An illustration of the implementation of geographic SMART Hub

The geographical SMART Hub recruitment, construction and implementation models are presented in the following sections of this document.

4. The size of the SMART Hub is a secondary issue; it may, for instance, consist of 5 and more active institutions. SMART Hubs target the stakeholders who would play a more proactive part.

5. Stakeholders in each Smart Hub are / will be involved in selected project activities that are described in the SMART Hubs Involvement Roadmap. Stakeholder involvement is implemented by their Focal Point in collaboration with the SMART Hubs Coordination Team.

4.4.2 CREATING GEOGRAPHIC HUBS BY INDEED PARTNERS

STEP 1: Choosing Focal Points

1. **All INDEED Partners designated an SH Focal Point, providing their details (e.g. name of the organisation, full name, email address and phone number)** to the SMART Hub Coordination Team (VICESSE, CENTRIC, and UoH).

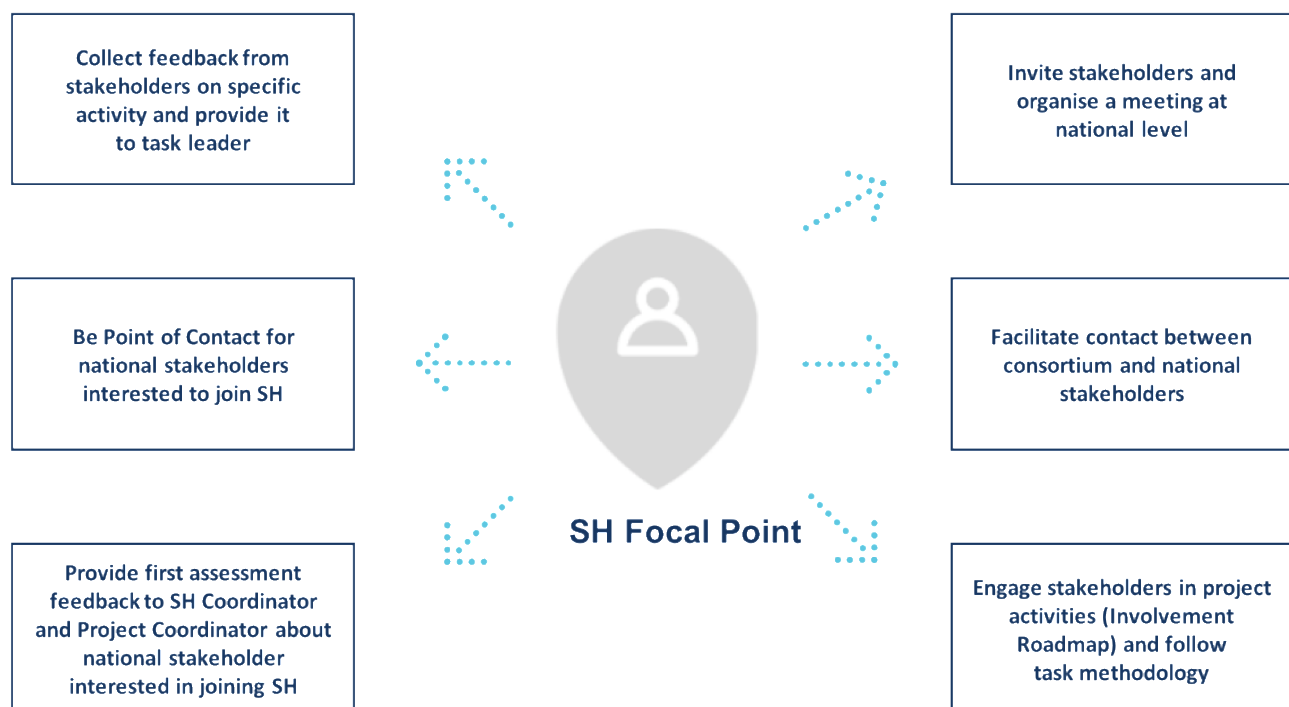2. The Focal Point is responsible for the activities presented in the figure below.

Collect feedback from stakeholders on specific activity and provide it to task leader	Invite stakeholders and organise a meeting at national level
Be Point of Contact for national stakeholders interested to join SH	Facilitate contact between consortium and national stakeholders
Provide first assessment feedback to SH Coordinator and Project Coordinator about national stakeholder interested in joining SH	Engage stakeholders in project activities (Involvement Roadmap) and follow task methodology

SH Focal Point

Figure 7 An illustration of creating geographic hubs by INDEED partners.

STEP 2: Inviting stakeholders to join geographical SH

Inclusion of Consortium Members

All members of the INDEED consortium are considered members of the SMART Hub without requiring further consultation such as invitation or recommendation.

Invitation Model:

1. INDEED partners (namely Focal Points) **start to invite** their chosen stakeholders, based on a standard approach, using the information package provided by the project. The **information package** includes the following documents:
   - Invitation in English (may be translated by the Partner into the national language);
   - Agenda of the SH kick-off meeting;
   - SMART Hub leaflet;

- Project presentation and [SH animation](#);
- Involvement Roadmap (work plan);
- Consent form and Information sheet.

2. The Focal Point send and invitation to the target stakeholders and **organise the SH kick-off meeting** or other means of building trust with stakeholders. The aim of sending this invitation is to:
   - Attract interest for the project;
   - Provide information about the project and the idea of SMART Hubs; and
   - Invite them to the SH kick off meeting.

3. In addition to the initial (e.g., invitation) communications with stakeholders, the consortium members should use the information package at the SH kick-off meeting with stakeholders. A standard template for the SH kick-off meeting agenda is provided and can be adapted by the respective Focal Point(s) in their meeting(s).

STEP 3: Follow-up and registration process

After the SH kick-off meeting, stakeholders that are interested in participating are **invited by a Focal Point to register in the SH Database via the registration form.** This registration is optional/ recommended to help build acquaintances with the members of a given SH and utilise their expertise and knowledge more efficiently. The registration/ application is accepted without additional assessment.

A visualisation of the process of creating geographical SMART Hubs and inviting stakeholders by INDEED partners is presented in the figure below.
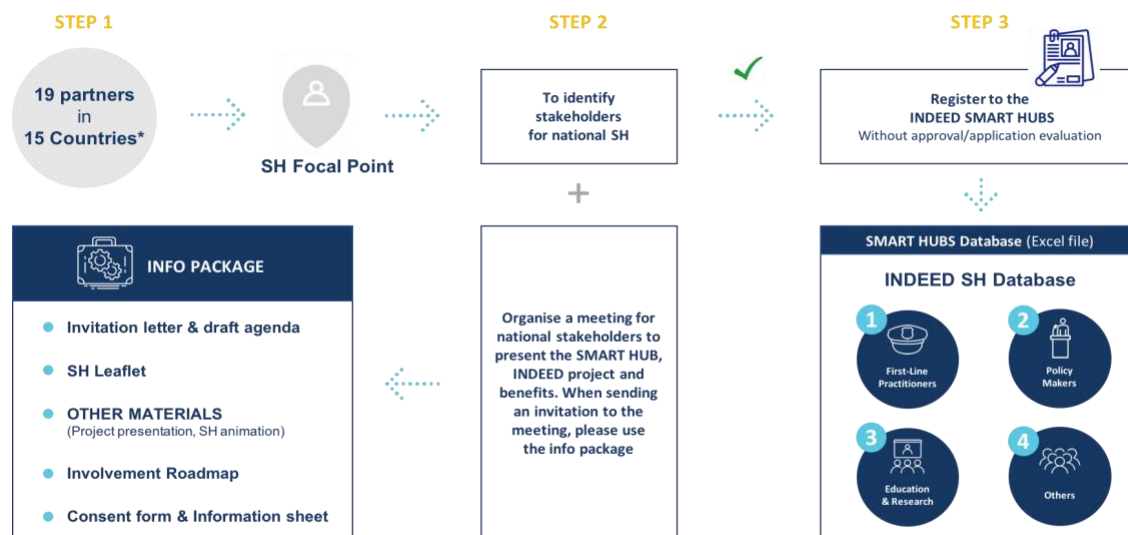
Figure 8 An illustration of the process of creating geographic hubs by INDEED partners.

4.4.3 TWO OTHER MODELS FOR INVITING STAKEHOLDERS TO THE GEOGRAPHICAL SMART HUBS

The INDEED project proposes 2 additional models for accepting stakeholders to the geographical SMART Hubs. These are the recommendation model and expression of interest via INDEED website.

MODEL 1: RECOMMENDATION

The next additional model to invite stakeholders to the geographical SMART Hubs is the recommendation model.

STEP 1: Recommendation

- **The recommendation of a new stakeholder may be done by an institution already in SMART Hubs**. This information is passed to the Focal Point along with the feedback from the first opinion (e.g., is it a credible institution etc.).

STEP 2: Initial Assessment

- The Focal Point then informs the SH Coordination Team of a potential new stakeholder.

STEP 3: Decision

- The SH Coordination Team is responsible for taking the final decision based on the feedback from the Focal Point as soon as possible.

STEP 4: Feedback

- In the case of a positive decision (**yes**), the Focal Point informs the institution, and then stakeholder's data is uploaded to the SMART Hubs Database based on a previously completed **registration form**.

In the case of a negative decision (**no**), the SH Coordination Team will communicate the outcome with the recommended institution. This will end the recommendation (or acceptance) process.

A simplified visualisation of the process of inviting stakeholders to the geographical SMART Hubs via 'recommendation model' is presented in the figure below.
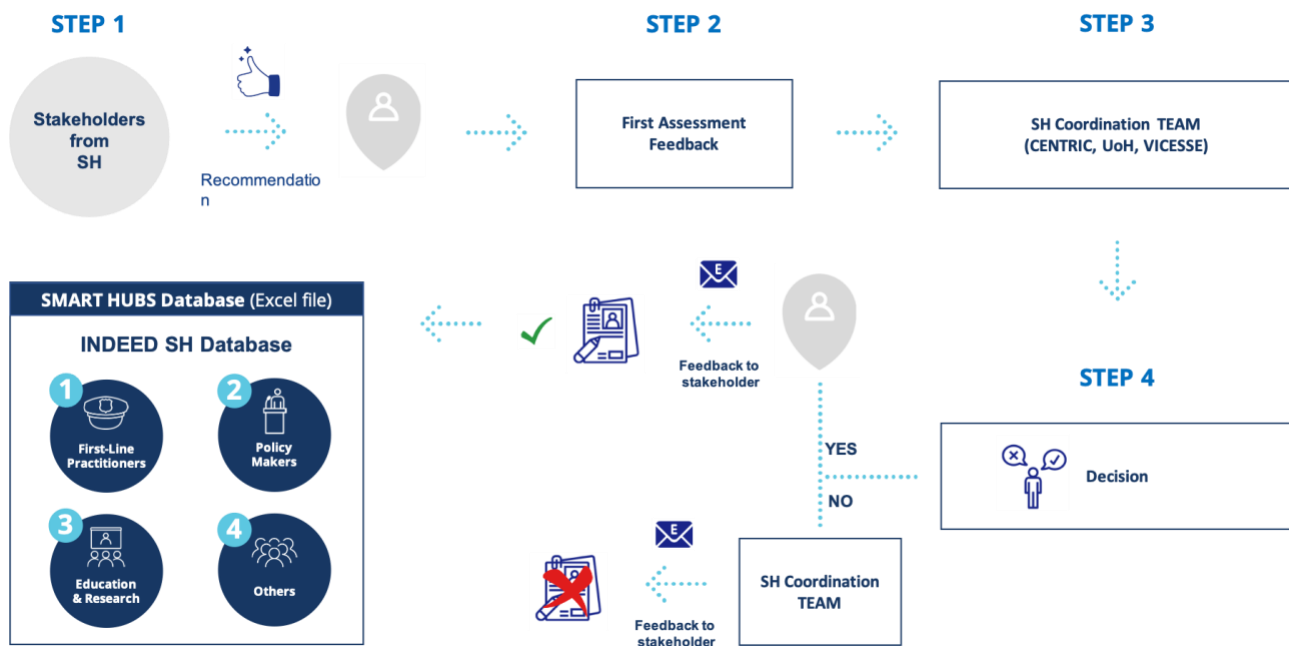
Figure 9 An illustration of the process of inviting stakeholders to the geographical SMART HUBs

MODEL 2: EXPRESSION OF INTEREST VIA INDEED WEBSITE

STEP 1: Expression of interest

- Interested institutions may express their intention to join the network of SMART Hubs through the **registration form** available at the project's website.[7] The website provides a clear step-by-step guide on making an application which will be managed by the INDEED Coordinator (PPHS) and the SH Coordination Team.

- **The applicant/institution will be required to meet 3 inclusion criteria:**
  o The organisation is involved in PVE/CVE/De-radicalisation or crime prevention domains;
  o The organisation is interested in evidenced-based evaluation and a proper planning, designing and implementation of PVE/CVE and De-radicalisation initiatives;
  o The organisation is interested in using the INDEED results.

STEP 2: Initial Assessment

- Upon the receipt of a new application, the project website will send a notification to the INDEED Coordinator and the SH Coordination Team.
- Upon submitting their application, the applicant/institution will receive an automatic e-mail appreciating their interest in the project and providing the application processing procedure as well as an estimated time. The SH Focal Point(s) will receive the new applications in the first instance who will make an initial assessment and submit it to the SH Coordination Team and INDEED Coordinator for further actions.

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[7] www.indeedproject.eu/smart-hubs

STEP 3: Decision

- The SH Coordination Team is responsible for taking the final decision based on the feedback from the Focal Point.

STEP 4: Feedback

A visualisation of the process of involving stakeholders to the geographical SMART Hubs via 'expression of interest model' is presented in the figure below.
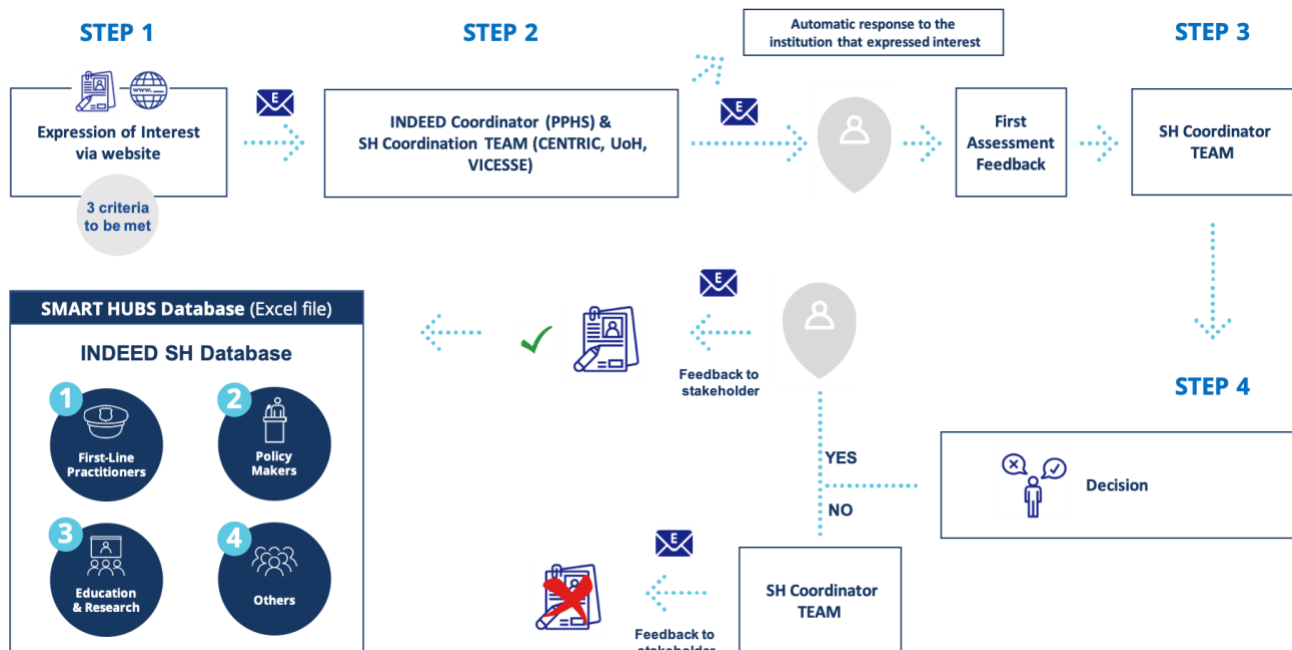

Figure 10 An illustration of the process of inviting stakeholders to the geographical SMART HUBs

A visualisation of the process of involving geographical SMART Hubs in project's activities and roles of the Task Leaders, Focal Point, SH Coordination Team and WP Leaders is presented in the figure below.
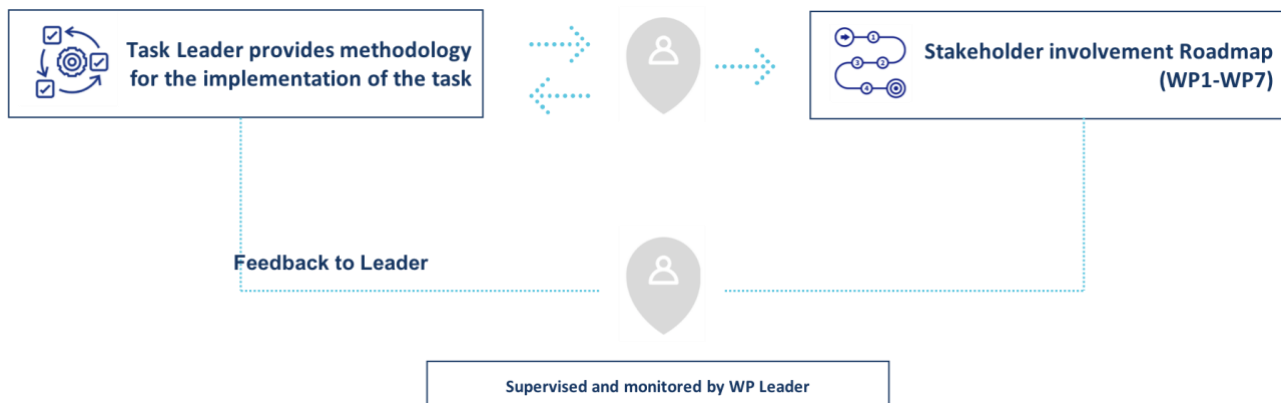
Figure 11 An illustration of the process of involving geographical SMART HUBs into project activities

ROLES AND RESPONSIBILITIES:

1. **INDEED Work Package and Task Leaders** – are responsible for developing their task methodology according to the Document of Action. If there is a need to involve organisations from SMART Hubs, Task Leaders provide task methodology to Focal Points as the basis of SH activity. This will allow to standardise the practical realisation of task and to engage stakeholders directly, but with prior announcement of these activities by Focal Point. The tasks may be dissemination and invitation to fill in a questionnaire, sending an invitation to participate in a workshop, disseminating information about the project event (e.g., dissemination event) etc. These activities must have a timeline to enable Focal Points to plan for their activities.

2. **SH Focal Point** – should coordinate the implementation of the tasks by stakeholders and collect assigned outcome based on the guideline/methodology provided by the Work Package/Task Leader. If there is a need to provide materials in national language for stakeholders, the Focal Points decide whether they should be translated.

   The Focal Points securely store, process, and share the results/findings from the SMART Hubs' contributions and share them with the relevant Task Leaders who would utilise them for the completion of their tasks/deliverables. All the data generated through the SMART Hubs engagement will be in English.

3. **SH Coordination Team and INDEED Coordinator** – are responsible for supporting, supervising, and monitoring the engagement of SMART Hubs at the project level through a regular contact with Focal Points.

4. **INDEED WP Leaders** – are responsible for supervising and monitoring the engagement and input delivered by Smart Hubs' stakeholders at Work Package level.

4.4.4 MONITORING AND EVALUATION OF SMART HUBS ENGAGEMENT

The SMART Hubs engagement is monitored consistently throughout the project's lifetime by the SMART Hubs Coordination Team to assess:

1. How effective the SMART Hubs are in facilitating engagement from the stakeholders.
2. The capacity of the SMART Hubs to achieve the task outcomes and meet the wider WP aims.
3. Whether legal and ethical requirements and best practices are being upheld effectively.

The outcome of this assessment is to work towards improving the existing and future management and expansion of outputs, outcomes and impact yielding from the SMART Hubs engagement. **D2.2 (SMART Hub Roadmap Evaluation Report – M18-February 2023)** and **D2.3 (SMART Hub Roadmap Evaluation Impact Assessment – M36-August 2024)** will help improve Stakeholder Involvement Roadmap. These reports will be shared with the consortium members to use for monitoring and evaluating their SMART Hubs engagement with their **specific** task.

4.4.5 INDEED SH DATABASE

The INDEED SMART Hubs database is an Excel spreadsheet containing all SHs stakeholders from different countries and different project's target group (1-4) at the beginning of this deliverable. The aim is to have a simple, user-friendly and useful source to reach and engage relevant stakeholders in the project work and create strong awareness and knowledge about the project's outcomes in the gathered communities.

The categories and type of data collected in the database are the same as those in the registration available to the partners in a designated folder. The structure of the database contains a person's details, including; organisation details, areas of interest in the field of PVE, CVE/De-radicalisation (11 questions in total). The database enables quick filtering and searches according to different categories, if needed. If required, the spreadsheet can later be used as a source for a more structured database.

Data collected through the registration form is automatically sent to the excel sheet in the project repository on TEAMS, (location is available to the INDEED Coordinator).

Processing of personal data in the context of the INDEED SH Database is done on the basis of consent of the stakeholders. Therefore, the only contacts that will be added to this list are the people who have agreed to be added. This means that personal data processing for the purpose of the INDEED SH Database is performed upon the data subject's consent as a legal basis pursuant Art.6, para 1, lit. a GDPR.

4.4.1 ENGAGEMENT ETHICS

As guided by WP6 – Gender, Legal, Ethical and Social Aspects – and discussed in detail in D6.1 (Gender, Ethical, Social and Legal Guidelines for the project's research activities and Gender, Legal, Social and Ethical Checklist for activity assessment), the INDEED project complies with all the tenants of **Responsible Research** and **Innovation** and with national and European research ethics requirements in a manner that is acceptable to stakeholders and society. Since the project involves a wide range of actors such as practitioners and policy makers in the domain of PVE/CVE and De-radicalisation, certain ethical issues could emerge from the INDEED project.

The project, therefore, will apply specific ethical safeguards in order to reduce and manage ethical risks and to ensure in all activities ethical standards and guidelines are upheld and respected. Additionally, all of the partners conducting research that involves human participants will be required to apply for an ethics approval to their individual institution to add an additional layer of ethical and legal safeguarding. For a full discussion about the ethical and legal principles and standards that are required to be practiced throughout the project, refer to D6.1.

5 CONCLUSIONS

The establishment of the INDEED Smart Hubs is a key task which builds a community of first-line practitioners, policy makers, education and research, and other relevant stakeholders who will have a fundamental role in the designing, planning, implementing and evaluating PVE/CVE and De-radicalisation initiatives. Specifically, the SMART Hubs provide significant opportunities to diagnose the real, operational needs of PVE/CVE/De-radicalisation first-line practitioners and policy makers which will feed directly into the development of evidence-based outputs using a co-design approach.

This deliverable detailed the project's target groups and their identification processes and activities implemented to establish the SMART Hubs. The deliverable also detailed the practical guidelines and step-by-step procedures for establishing and implementing geographic SMART Hubs as well as the ways in which to engage SMART Hubs throughout the project's lifetime.

This will be a working document and regularly updated throughout the project as interested stakeholders emerge which can provide additional benefits and inputs to the project.

6 REFERENCES

Centola, D., & Macy, M. (2007). Complex Contagions and the Weakness of Long Ties. *American Journal of Sociology*, 113(3), 702-734. doi:10.1086/521848

Hochstadt, N. J. & Harwicke, N. J. (1985). How effective is multidisciplinary approach? A follow-up study. Available from: https://www.sciencedirect.com/science/article/pii/0145213485900341 (accessed 22 December 2021)

7 ANNEXES

ANNEX 1 STAKEHOLDER INVOLVEMENT ROADMAP

Stakeholders	Research activities	Involvement/ Contexts	Expectations	Timeframe
First-line practitioners, policy makers, Education and Research Stakeholders, Others	T1.2 Forum to build knowledge on the use of evaluation approaches, methods, and tools	The stakeholders will be involved in a Research Forum (meeting) with academic experts from across various disciplines as well as former staff of EU-funded projects relating to radicalisation to build knowledge on the use of evaluation approaches, methods, and tools.	The stakeholders will contribute to the development of new knowledge through their participation in a Forum engaging in group discussions, answering specific questions, etc.	M9 (May 2022), F2F; Brussels
	T2.2: Workshop to conduct a gap analysis	The stakeholders will be involved in a workshop to explore which initiatives are currently implemented and how they are evaluated; 2) what would be the ideal outcomes from their initiatives; and 3) what are the potential barriers and limitations.	The stakeholders are expected to contribute to the workshop by answering questions, engaging in discussions, analysing/ validating findings.	M8 (April 2022), F2F; Athens
	T2.3: Ice-breaker workshop	Stakeholders will be involved in a workshop of reflection on the field: what needs to change, what are their needs, what are sensitive area identified in the field/work.	The stakeholders are expected to contribute by preparing initial research on PVE/CVE implementation, attitudes and perceptions to these projects.	M11 (July 2022), online

30

T3.1: Verification of the designed EBEM	The Evidence-Based Evaluation model designed in T3.1 will be verified by selected INDEED stakeholder. All collected comments and remarks will be analysed, assessed and reflected in the verified EBEM.	Participation and input.	M15-M16 (November-December 2022); F2F, online
T3.3: Creation of professional e-Guidebook for designing, planning, implementation and evaluation of PVE / CVE / De-radicalisation initiatives	Considering co-design approach, stakeholders' needs in evaluation will be identified through interviews/workshops and other Smart Hubs meetings. The guidebooks will be presented to stakeholders (for dissemination purpose).	Identification of the needs to better understand what content/format of the e-guidebooks is more interesting for practitioners.	M19 (March 2023)
T3.4: Refining the EBEM model and the tool	The stakeholders will be involved in testing and validation of the EBEM-based evaluation tool.	The stakeholders are expected to test and provide feedback to the WP3 team on the usage and vulnerabilities of the tool.	M23-33 (July 2023-May 2024)
T4.1: Mapping and selection of PVE / CVE / De-radicalisation initiatives for further evidence-based evaluation	This task includes an open call across Europe, for PVE / CVE / De-radicalisation initiatives to be submitted for evaluation.	The stakeholders are expected to respond to the open call and submit their initiatives, including all necessary information, for evaluation with the EBEM-based Evaluation Tool (WP3).	M18-M24 (February 2023-August 2023)
T4.2: Conducting evidence-based evaluation of PVE / CVE / De-	This task includes the actual evaluation of all PVE / CVE / De-radicalisation initiatives submitted for evaluation.	The stakeholders involved in each initiative are expected to be in close contact with the consortium partners in order to	M25-M31 (September 2023-March 2024)

radicalisation initiatives		facilitate the evaluation and enrich with their input the relevant deliverable (D4.2 Evidence-based evaluation and data analysis report).	
T4.3: Evidence-based practices, Lessons Learnt from the evaluation and Policy Recommendations	The stakeholders will be invited to a 2-day policy workshop on the results of T4.2 (Conducting evidence-based evaluation of PVE/CVE/De-radicalisation initiatives).	The stakeholders are expected to contribute to the workshop by answering questions, engaging in discussions, analysing/ validating findings.	M31-M35 (March 2024-July 2024)
T5.1: User-based identification of training/learning needs, tools, requirements and standards for evaluation and design of PVE / CVE/ De-radicalisation initiatives	This task will involve the conduction of in-depth interviews (in-person/via an online platform) with at least 30 leading trainers and experts in the field to assess training, learning tools, needs and innovation opportunities in the domain of PVE / CVE and De-radicalisation. Additionally, all partner countries will carry out national level workshops with approximately 10 participants each (policy makers, first-line practitioners and training institutions).	The stakeholders are expected to actively engage in both the interviews and national level workshops (i.e., answer questions, share experiences and know-how, participate in debates) in order to provide comprehensive and valuable insights to the identification of training/learning needs, tools, requirements, and standards for the evaluation and design of PVE / CVE and De-radicalisation initiatives. Such is expected to provide a holistic perspective of practitioners' needs, which will serve as a solid basis to the development of the remaining tasks on WP5.	M15 – M17 (November 2022-Janaury 2023)

T5.2: Creation of knowledge products	The stakeholders will be invited to take part as either a speaker or participant in the development of video interviews, webinars, podcast interviews and two forums for practitioners.	The stakeholders will be expected to actively participate in the planning, delivery and implementation of the knowledge products.	M18-30 (February 2023- February 2024)
T5.4: Refining the practical toolkit	The stakeholders will be involved in providing requirements and refining the developed toolkit.	The stakeholders will be in communication with the Toolkit implementers to provide their feedback and suggestions.	Year 2 & 3 (2023-2024)
T5.5: Improving practice activities	Participation in a 2-day Policy Seminar (target group: PVE/CVE/De-radicalisation policy makers only). Participation in a 4-day in-person training on: Designing, Implementing and Utilising Effective Evaluation (2 days) and on Improving Design of Evidence-Based Practices (2 days). Two such editions are planned. (target group PVE / CVE / De-radicalisation first-line practitioners dealing with the design and evaluation) 4-day in-person "Train the Trainers" (ToT) courses on: Designing, Implementing and Utilising Effective Evaluation (2 days) and on Improving Design of Evidence-Based Practices (2 days). Target group: trainers from training agencies, NGOs, staff colleges, LEA training academies (essentially all people working in this field who can train other people later on). Participate in cascade trainings that are planned to be held in Poland, France,	The stakeholders will be expected to participate in the practitioner's events and encourage participation from within their organisations.	M26-M36 (November 2023-Augsut 2024)

Belgium, Romania, Finland, Greece and Portugal.
Participation in a 4-day online course on: Designing, Implementing and Utilising Effective Evaluation (2 days) and on Improving Design of Evidence-Based Practices (2 days).

T6.2: Questionnaire on gender, legal ethical and social aspects	Participation in the questionnaire and empirical data collection. Participation in GELS session during the practitioners and policy makers workshop in T2.2.	The stakeholders will be expected to complete the questionnaire and attend/participate in the session providing inputs and comments.	M10-M12 June-August 2022
T6.4: Impact assessment of INDEED results	This task involves a questionnaire and 5 online focus groups to collect opinions to evaluate the INDEED tools and outcomes.	The stakeholders will complete the questionnaires and attend one of the five online focus groups used to collect opinions and evaluations.	TBC
T7.3: Enhancing and increasing the impact and visibility of the project	This task includes all the relevant dissemination, communication and networking activities to enhance and increase INDEED's visibility and impact across the target practitioners' and policy makers' networks and communities.	The stakeholders will be involved in the main communication, dissemination and networking activities and the project results will be presented to them.	M1-M36 (September 2021-August 2024)
T7.4: Exploitation and sustainability activities	Relevant external stakeholders will be invited to take part in the tailored bilateral meetings and other activities that will be planned throughout these tasks to increase the use of project results and making the project sustainable with the support of stakeholders.	Stakeholders will be required to provide input to the meetings where necessary and raise awareness to the project amongst their engagement networks.	M12-M36 (August 2022-August 2024)

ANNEX 2 RISKS AND MITIGATION MEASURES

Risk	Who could be at risk?	Existing mitigation precautions	Risk level	Additional mitigation precautions needed to reduce the risk level?	Revised risk level	Action by whom?	By when?	Date completed
Poor stakeholder engagement	Political instability and changes in personnel may affect **the connections of the consortium partners** and may undermine **measures directed at an effective engagement of the involved stakeholders in all stages of the project**	The diverse consortium structure enables all partners to adopt a **targeted approach** for the selection of each partner	Low	No. However, the project structure and GA also allow for the coordinator intervention at all stages of the project if a partner requires assistance and guidance on ways of engaging with particular or general stakeholders such as LEAs or NGOs	Continuous	SH Coordination Team, FPs + ALL	Entire project lifetime	Entire project lifetime
Lack of effective stakeholder engagement	Lack of effective stakeholder engagement that could lead to a major risk of **limitation in uptake and exploitation of the tool developed by the INDEED Project**	The consortium partners will draw on their connections and resources to build trust and confidence amongst the stakeholders to enable them to engage with the project in a more meaningful way and interact such as share data and	Low	No. However, the consortium members also use a **contextualised** stakeholder engagement to mitigate against any potential risk and include a comprehensive analysis of the stakeholders' experience in the field,	Continuous	SH Coordination Team, FPs + ALL	Entire project lifetime	Entire project lifetime

		experience without any hesitation		and geographical locations. Because a plan for the UK, for instance, may not provide an appropriate suit for Greece				
Lack of interest or confidence	Lack of interest or confidence in **sharing data** with the consortium partners at different stages of the project	All partners will draw on their relationships and past experiences to build confidence and encourage stakeholders to share their relevant data	Low	No. However, the project will provide adequate information on stakeholders' request in relation to data protection/ management	Continuous	SH Coordination Team, FPs + ALL	Entire project lifetime	Entire project lifetime
Institutional reputational damage	Politicisation of institutions or research activities leading to either biased or inaccurate data	All partners will have an ethics approval mechanism in place ensuring neutrality in the project activities	Low	No. The SH Coordination Team and WP leads will have an oversight of the SH formation and implementation with individual task lead. All the consortium partners and participants will endeavour to keep the research activities as neutral as possible, avoiding any contentious discussions or questions to be asked	Continuous	SH Coordination Team, FPs + ALL	Entire project lifetime	Entire project lifetime