



INDEED

Evidence - Based Model for Evaluation of
Radicalisation Prevention and Mitigation

Deliverable No. 2.3

D2.3 SMART Hub Roadmap Evaluation Impact Assessment

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Authors: Arif Sahar (CENTRIC), Isaac Maltby (CENTRIC)

Abstract:

This is the SMART (Stakeholder Multisector Anti-Radicalisation Teams) Hub Involvement Roadmap Evaluation Report. The report draws on data collected by SMART Hub participants from January 2024. This report also reflects the effectiveness of the SMART Hubs and lessons learned. The SMART Hubs involve the INDEED project's stakeholders that 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 EU, national, local and regional authorities, and education and research sector.



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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.
CVE	Countering Violent Extremism
PVE	Preventing Violent Extremism
Derad	De-Radicalisation
EBEM	Evidence-Based Evaluation Model





EU	European Union
SMART Hub	Stakeholder Multisectoral Anti-Radicalisation Team
WP	Work Package
GELSA	Gender, Ethical, Legal, and Societal Aspects
LEA	Law Enforcement Agency
NGO	Non-Governmental Organisation
CSO	Civil Society Organisation





Executive summary

This deliverable (D2.3) highlights the feedback received from practitioners involved in the SMART (Stakeholder Multisector Anti-Radicalisation Teams) Hubs. SMART Hubs involve INDEED's project stakeholders that include key first-line practitioners working in the field of Preventing Violent Extremism (PVE), Countering Violent Extremism (CVE) and De-radicalisation (DeRAD) (Law Enforcement Agencies (LEAs), prison and probation services, non-governmental organisations (NGOs), civil society organisations (CSOs), social and health services (e.g. youth organisations), policy makers including European, national, local and regional authorities, and the education and research sector.

The SMART Hub involvement in different activities and contexts plays an important part in achieving the project objectives. **Specifically, the SMART Hubs are to:**

- Ensure that relevant practitioners and policy makers are placed at the centre of the INDEED research;
- Offer the network of SMART Hubs (stakeholders) the space to contribute to the development and design of the INDEED Toolkit with integrated results they will use; and;
- Provide nuanced opportunities for directing the scientific and empirical research priorities.

For this deliverable SMART Hub members were required to provide feedback on the strengths, challenges, improvements and sustainability of the SMART Hubs, as well as any additional comments on their experiences with SMART Hubs. Analysing the data from the SMART Hub participants provides insight into the experiences of the SMART Hub practitioners and the opportunities the INDEED SMART Hubs have provided them with. Taking in the points of view of different SMART Hub members from different countries and different job sectors, this deliverable analyses the feedback left by current SMART Hub members on the strengths, challenges, improvements and sustainability of the SMART Hubs from their experience as group members. Building from the feedback provided in the SMART Hub survey, the lessons learnt are shared at the end of this deliverable suggesting improvements for SMART Hubs and their continuation after the end of the INDEED Project.





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 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 Model (EBEM) for evaluation of radicalisation prevention and mitigation.
2. A practical EBEM-based Evidence-Based Evaluation Tool.
3. A collection of user-friendly repositories (repository of studies on risk and protective factors, repository of evaluations and evidence-based practices) for practical use by practitioners and policy makers.
4. Targeted curricula and trainings (onsite /online).
5. Lessons learnt and policy recommendations.

All results are 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 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.





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/De-radicalisation and other security threats 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 were 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 formed 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 Evidence-Based Evaluation Tool dedicated to the PVE/CVE and De/radicalisation initiatives), WP4 (Planning of 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.





2 SMART HUBS: THE CONCEPT

INDEED engaged with key stakeholders and practitioners from the field across the policy-making and practitioner spectrum to gather their needs and requirements and understand gaps in current approaches to evaluation.

INDEED has established 15 SMART (Stakeholder Multisectoral Anti-Radicalisation Team) Hubs across the 15 partner countries, guided by a co-design approach. SMART Hubs consist of different first-line practitioners representing LEAs, local authorities, prison and probation, social and health services, education, civil society organisations and other relevant actors dealing with PVE/CVE and De-radicalisation. These key actors are also the target group of INDEED.

SMART Hubs are implemented by a multidisciplinary consortium that includes academics and experts from various fields and disciplines (sociology, political science, psychology, criminology, human factors, communication and stakeholders' engagement), various institutions (universities and research organisations, NGOs including civil society organisations, LEAs, prison and probation, public bodies, cities and municipalities as well as industry) from 15 countries. The INDEED consortium itself combined the features of a multi-stakeholder, multi-agency and multi-disciplinary approach, giving the possibility of a multi-faceted strategy to the problem of evidence-based evaluation and developing measures addressed to policy makers and first-line practitioners from different sectors and agencies, but working for the same purpose.

INDEED's geographic SMART Hubs have been providing an environment of real multi-agency, multi-stakeholder, multi-/interdisciplinary cooperation bringing together all parts of Europe (north, south, east and west), serving to build European security ecosystem and strengthening the European security model. Additionally, SMART Hubs are effective user-oriented, multi-stakeholders, multi-agency and multidisciplinary approach that can be adapted to similar projects to lead to measurable and easily adoptable results that can be implemented by practitioners, policy makers, and other stakeholders. The concept of SMART Hubs enabled the INDEED project to achieve not only highly academic results, but also scientifically grounded practical and tangible results that will be based on existing and creating new evidence-based knowledge and evidence-based practice, and which can be used in daily work by various policy makers and first-line practitioners. INDEED's SMART Hubs are unique in their composition and functionality, whereas they are dedicated to the PVE/CVE/De-radicalisation initiatives evaluation, as well as provide a collaborative platform for actors/individuals or networks that possess expertise and resources but struggle to connect, network, and exchange expertise/knowledge and convey their priorities and requirements to be addressed by the varying projects implemented across Europe.

2.1 SMART HUBS' GOALS

The INDEED project's SMART Hub concept, guided by a co-design philosophy and grounded in a sectoral and geographical dimension, became an environment of real multi-agency, multi-stakeholder, multi-/interdisciplinary cooperation bringing together all parts of Europe, serving to build a European security ecosystem, and strengthening the European Security Model.





The SMART Hubs 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 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.

2.2 IMPORTANCE OF SMART HUBS

The integration of first-line practitioners, policy makers and other relevant stakeholders as part of INDEED has been taking place using the SMART Hubs concept, involvement roadmap, and is supporting the project's **co-design¹ philosophy**.

This user-oriented, multi-stakeholders, multi-agency, and multi-disciplinary approach to the INDEED project supported identification, analysing, and comparing scientifically tested solutions that work and that do not work and allowed to build a solid scientific multi-disciplinary basis for the construction of a universal Evidence-based Evaluation Model (EBEM) for radicalisation prevention and mitigation (WP3)², complemented by multi-agency insights and lessons learned from WP2 practice.

The network of SMART Hubs approach to evidence-based evaluation constituted the project's main research methodology facilitating the construction of universal scientific model, an EBEM-based Evaluation Tool (WP3), an planning process of evaluation of initiatives, such as policies and strategies, long-term programmes, short-term actions, and ad hoc interventions carried out

¹ INDEED's definition of 'Co-design' means that PVE/CVE and De-radicalisation practitioners and policy makers, as experts in the field, became 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.'

² Development of the Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation and an Evidence-Based Evaluation Tool dedicated to the PVE/CVE and De-radicalisation initiatives.





(WP4), and development of the training Toolkit established under WP5³. The network of SMART Hubs enabled INDEED's stakeholders to proactively be involved from the very beginning of INDEED to ensure a user-centred co-design of the project outcomes that are of direct use and applicability by the various stakeholders.

³ Strengthening Practitioners', Policy makers' Field Competencies for Evidence-based Practice.





3 SMART HUB SURVEY

3.1 INTRODUCTION

This section of the deliverable provides an analysis of the responses collected from the INDEED SMART Hubs survey where SMART Hub members were able to provide feedback on the SMART Hubs.

The survey was developed on Qualtrics and used a mixed methods approach, using closed questions to collect quantitative data and open text boxes to collect qualitative responses to get the most feedback possible from SMART Hub members. Using a mixed methods approach allows for a deeper analysis of the results gathered, by being able to explore statistics alongside qualitative data to further support the responses. At the end of the survey an open text box was left for respondents to leave any additional comments on their experiences of the SMART Hubs or if they feel the previous questions did not allow them to share certain feedback due to the questionnaire being categorised into themes.

By grouping responses, it highlights the key themes, allowing for the focus to be on the pertinent topics SMART Hub members reported on. With some themes providing the positives surrounding SMART Hubs and others providing constructive feedback for the development of SMART Hubs or other similar multi-stakeholder groups in the future.

3.2 GELSA

The survey was divided into **four sections**:

1. SMART Hub strengths,
2. SMART Hub involvement challenges,
3. Improvements, and
4. Sustainability.

In addition to these four sections, **at the beginning of the survey there is a GELSA sector, collecting some background information of the respondents**. The GELSA sector asked participants which SMART Hub location they are a member of, which sector they are from and which gender identity they most aligned with.

In total there were 15 responses to the survey disseminated throughout all established SMART HUBs, 47% identified as female, 46% identified as male and 7% selected prefer not to say. Of these responses the sectoral divide was First-line practitioner (33%), NGO (20%), Research & Academia (27%), Policy maker (including local authority) (13%) and Other (7%), there were no participants who worked within health services or government organisations.

The responses came from a number of SMART Hub locations, with the majority being responses from the Romanian SMART Hub (40%), the other locations represented were Portugal (13%), 'Unsure/Other' response (13%), Germany (7%), Latvia (7%), UK (7%), Finland (7%) and Spain



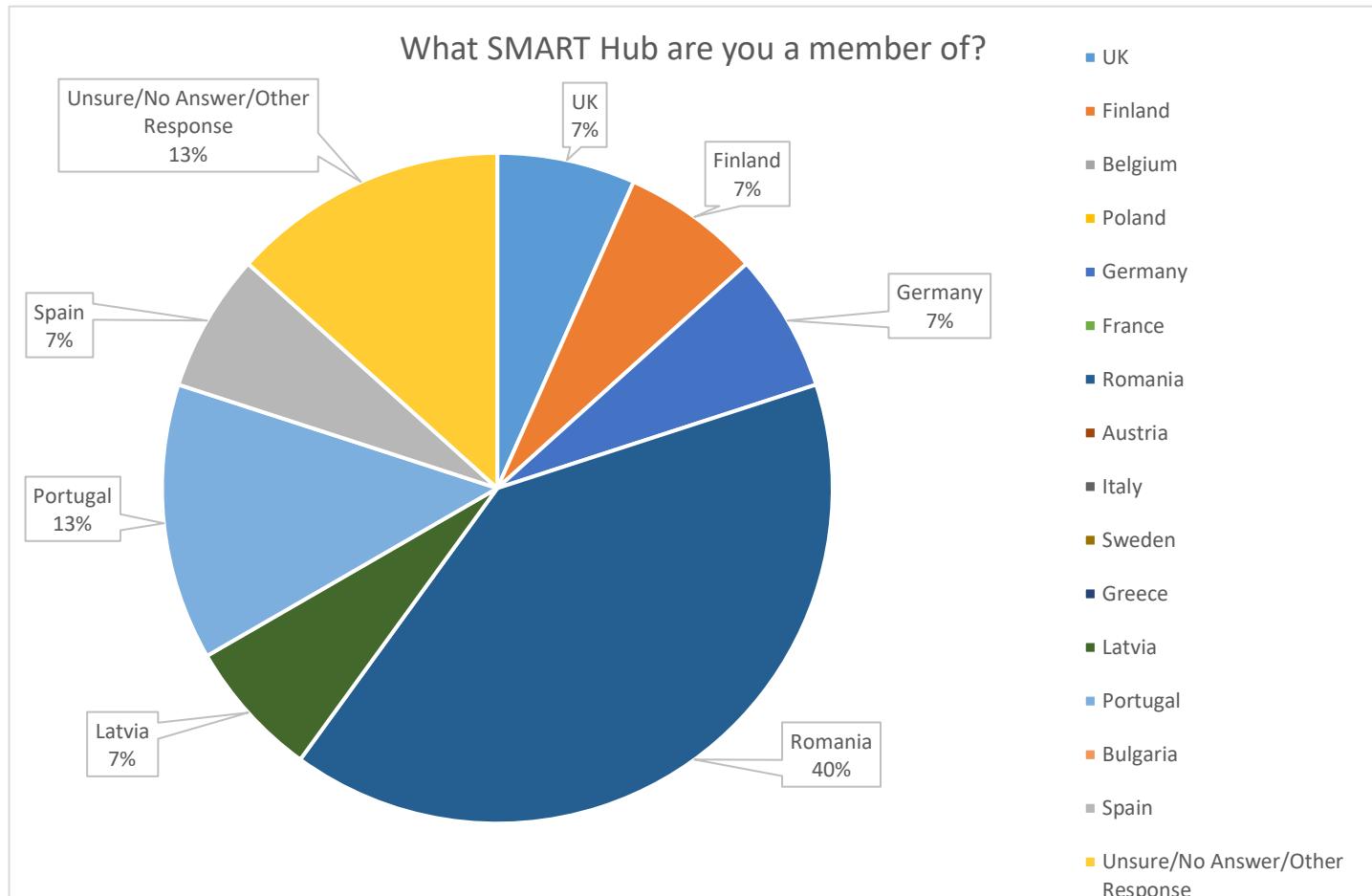


Figure 1 What SMART Hub are you a member of?

(8%) (see Figure 1). Only participants from seven identified countries have responded out of the fifteen geographical SMART Hubs, representing only 47% of the total geographical SMART Hub locations. Almost half of the responses that were collected came from the Romanian SMART Hub, therefore the experiences of the Romanian SMART Hub members may influence the overall feedback collected.

3.3 SECTION 1: SMART HUB STRENGTHS

The first section focused on asking members about **the strengths of the SMART Hubs** using both open and closed questions. The development of stronger networks and bringing stakeholders across Europe was one of the key goals of the SMART Hubs. By asking participants questions about the strengths of the SMART Hubs they can share the benefits of the SMART Hubs as well as the areas that require further improvement. Ensuring that the SMART Hubs are strong and sustainable will help to ensure that practitioners across participating nations and collaborate and strengthen PVE/CVE and De-radicalisation initiatives. The first question asked participants if the INDEED SMART Hubs have strengthened networks within the SMART Hub country (see Figure 2). *Somewhat agree* was the most common response with 53% of the





participants selecting this option. 20% of the participants selected *strongly agree*, 13% selected *neither agree nor disagree*, 7% selected *somewhat disagree* and 7% selected *strongly disagree*.

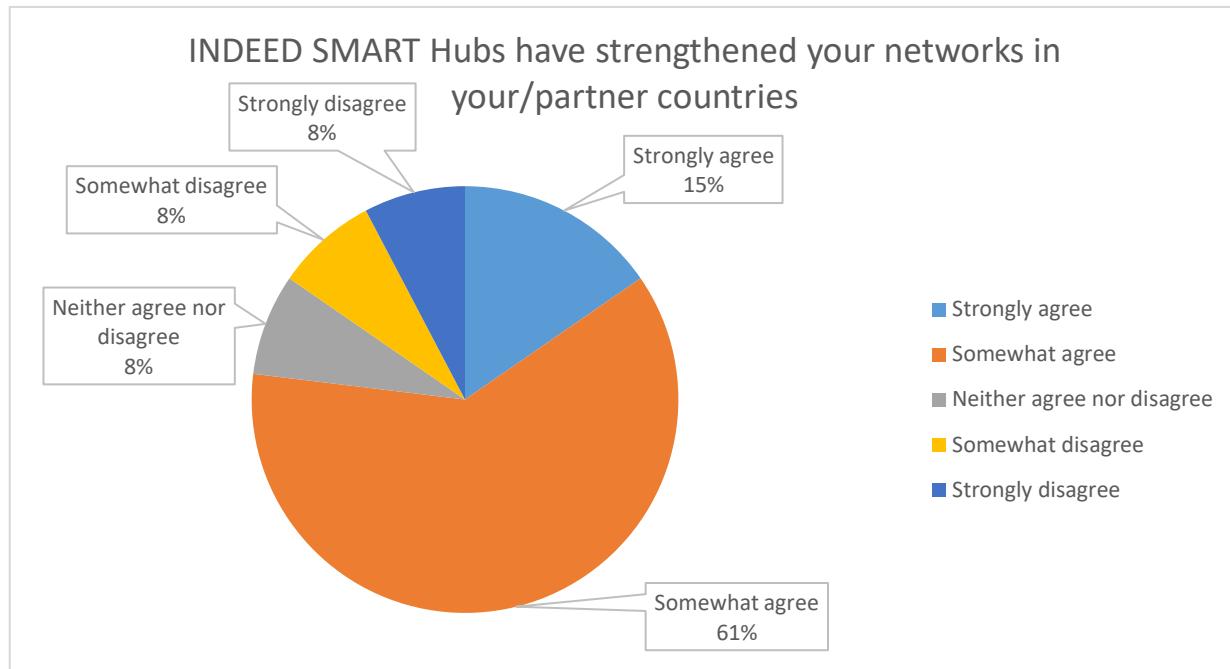


Figure 2 SMART Hubs have strengthened your networks in your/partner countries

Following this, participants were asked if their SMART Hub had led to the establishment of new networks (see Figure 4). 46% of the participants responded *somewhat agree*, 27% responded *strongly agree*, 13% responded *neither agree nor disagree*, 7% responded *somewhat disagree* and 7% responded *strongly disagree*.

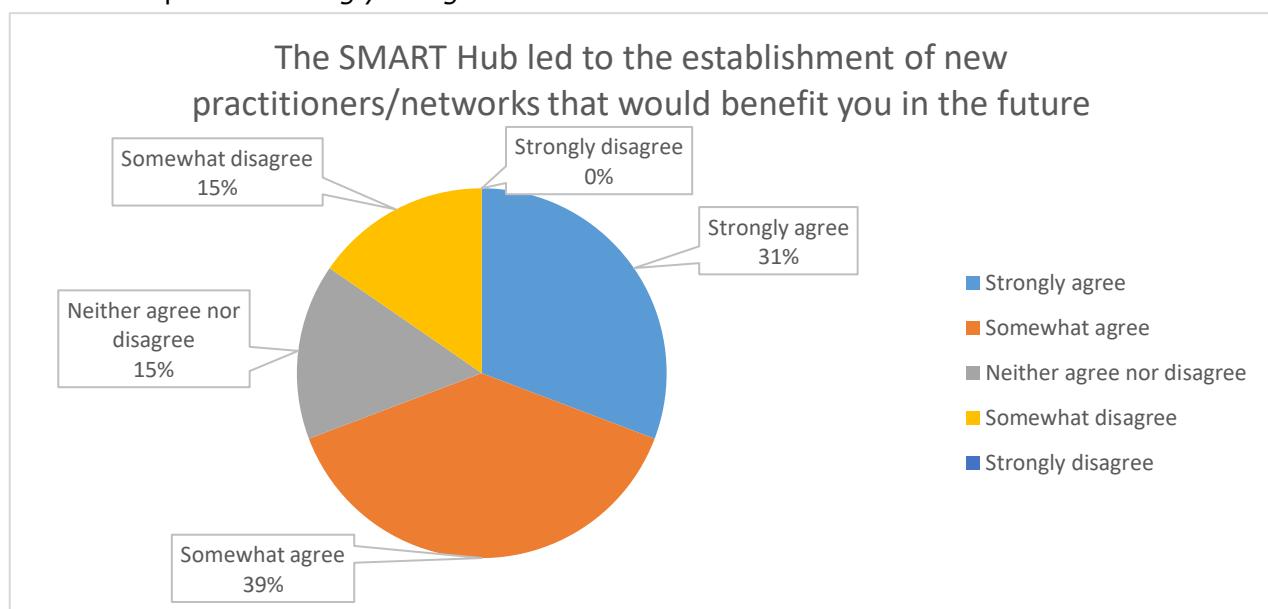


Figure 3 The SMART Hub led to the establishment of new practitioners/networks that would benefit you in the future





An open text box question asked members to state what the main areas of strengths are within the SMART Hubs. The main strengths that respondents stated were the opportunities for *information exchange* [x6] and *networking opportunities* [x4]. The other responses were *prevention and combating, diversity of stakeholders, problem solving*. Most of these responses theme around the benefits of collaboration, highlighting the importance of the SMART Hubs and the ability to collaborate with and meet new individuals within the PVE/CVE sector. The ability to make new professional relationships with those in countries involved in the INDEED project enables PVE/CVE and De-radicalisation work to cross borders and apply PVE/CVE and De-radicalisation initiatives across a number of countries, furthering the fight of the PVE/CVE and De-radicalisation sectors across Europe.

3.4 SECTION 2: SMART HUB INVOLVEMENT CHALLENGES

The second section focuses on **the challenges faced regarding involvement of SMART Hub participants**. Attempting to align multiple stakeholders to be available at the same time is not always a straightforward task, particularly due to the different jobs that the stakeholders involved in the SMART Hubs do. This section explored the feedback provided by the experts, focusing on stakeholder involvement and challenges. All the questions in this section used open text boxes to encourage stakeholders to go into as much detail as they would like to. The first question focused on challenges hindering engagement with the INDEED project and the SMART Hubs.

Some challenges that respondents faced were the *topics covered, joining the SMART Hubs late, contacts and the experience level*, as one respondent stated, "*the different levels of experience and perspectives in the PVE/CVE approach*". **The main challenge** regarding stakeholder engagement was *time constraints* [8 responses]. Due to the busy schedules that the numerous stakeholders have, organising a time where all SMART Hub members can be available and participate is a difficult task. This becomes even more difficult if pre-reading or tasks are required to be completed when participating in a meeting or event. Participants were then asked a follow up question of "what were the factors causing these challenges?". The themes highlighted following this question were less common, with existing workload being the most reported [x2], equally two responses also referred to the value of attending SMART Hub meetings with one respondent stating, "*my supervisors are not that convinced about the benefit of the SMART Hub*". The other responses were, *agenda conflicts, lack of common interest, structure and competences, different contexts, legislative frameworks and less attention given to the significant of evaluation*. Five respondents didn't leave an answer, suggesting that there are no factors causing the challenges that these participants face.

Following this question, the survey then asked respondents "**in what ways did these challenges hinder results**". One respondent stated that results were only hindered "*in the beginning*", most likely when the SMART Hubs were initially formed, or when the participant first joined the SMART Hub. Another respondent stated that "*it took more effort and time to avoid bias and misinterpretation of the results*". It was also shared by one SMART Hub member that they had existing time constraints making it difficult to be more involved in the project, alongside this, another respondent stated that they were unable to participate in some of the project





activities such as the testing and validation of the tool phase as well as the training events which took place in Bremen and Madrid. It was stated by one respondent that results were achieved with difficulty and stress along with increased energy into the project. The survey responses varied on this question. Six respondents did not leave an answer in relation to the survey question, and one stated that the SMART Hubs "won't be continued".

The last question in this section asked SMART Hub members "**how could these challenges be mitigated?**" In this section, the respondents left numerous options for the mitigation of the presented challenges from the previous questions. Five respondents did not answer the question, suggesting that they have not faced any challenges and therefore do not have mitigation methods to suggest. One respondent stated that challenges were addressed and mitigated during the SMART Hub meetings, with another suggesting that there needs to be increased participation by SMART Hub members. Another response by SMART Hub members was the improvement of time management and prioritisation of tasks. SMART Hub members giving up their time need to know in advance when they will need to participate in meetings, this also aligns with another response which referred to showing appreciation of those involved in the SMART Hubs. Participants, particularly those who may have joined the SMART Hubs late, have stated that they need a deeper understanding of PVE/CVE relating to the EBEM. This could be mitigated if SMART Hub members reached out to their focal points and asked for additional content to familiarise themselves with the INDEED project and the Evidence-Based Evaluation Model (EBEM). One respondent also suggested that external stakeholders should be brought in to mitigate any issues or challenges that might come up.

Although this approach may mitigate issues that arise, it would require having to pay for an external evaluator which would then require additional funding. One SMART Hub member listed a few options for mitigating any challenges that may arise. These suggestions were "*continuously evaluating and reformulating the whole process, making an effort to improve the partnerships and the standard of data collection and analysis*".

3.5 SECTION 3: IMPROVEMENTS

The third sector focuses on asking the SMART Hub members **where they feel improvements could be made**. The section enables participants to use open text boxes to share details on the areas that require improvement and the solutions to achieving the proposed improvements.

The first question asked participants "**if they believe there are areas of SMART Hub involvement/engagement that require improvements**", participants could then rate whether they strongly agree, all the way through to strongly disagree. 60% of respondents selected "somewhat agree" in response to the question that there are areas, the next most common response selected by SMART Hub members was "neither agree nor disagree" with 20% of the responses. 13% of responses stated that they "strongly agree" that there are areas of SMART Hub engagement that require improvements. 7% of responses "strongly disagree", with no one selecting 'somewhat disagree'.

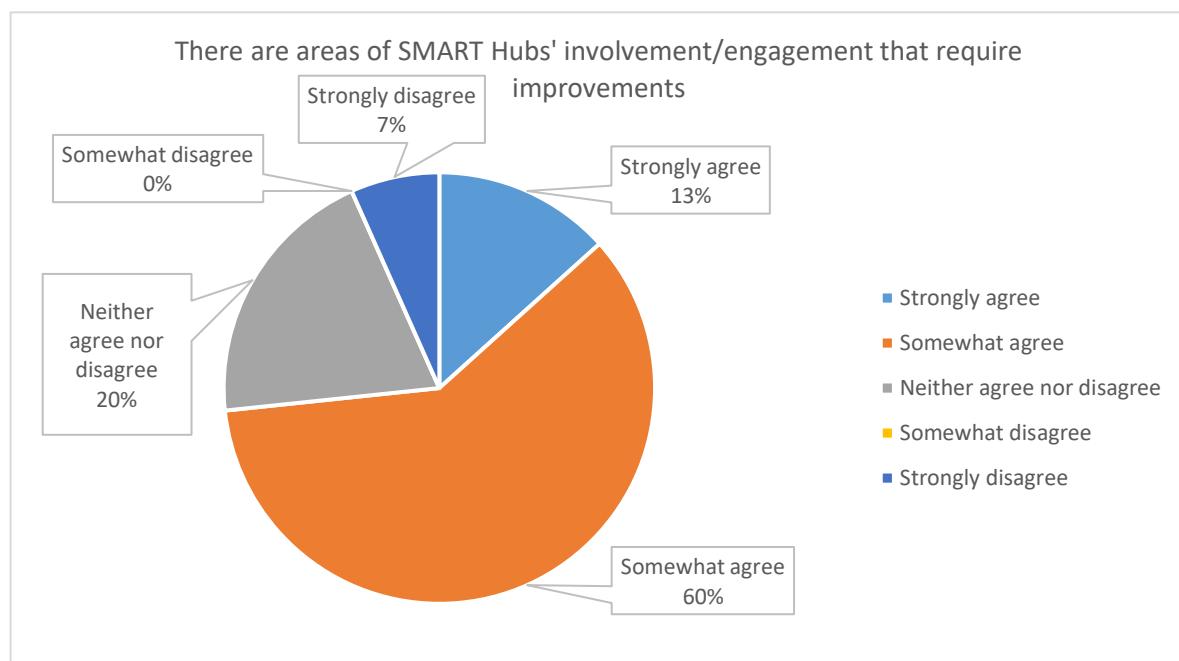


Figure 4 There are areas of SMART Hubs involvement/engagement that require improvements

The question that followed asked participants to **specify where SMART Hub involvement/engagement could be improved**. The SMART Hub members gave a variety of responses on the ways that they believe engagement would improve, one common response was to organise meetings better, including informing participants in advance and plan them to happen periodically. Other responses that were received included increasing the inclusivity of the SMART Hubs, relate activities to local specificities, public recognition, marketing, evidence and analysis, funding SMART Hubs and another recommendation referred to combatting the abuse of public officials towards vulnerable groups. There were four responses left blank, suggesting that these SMART Hub members had no further recommendations or ideas.

The following question asked participants "**what are the main areas that require improvement**", allowing respondents to express where improvements could be made. The responses varied following this question; one respondent stated that SMART Hubs should increase diversity with another stating that "*I am not sure if all stakeholders know about its presence*". This also links to another response which stated that SMART Hubs should "*facilitate experts to engage*" whilst another stated that the benefits of participating in SMART Hubs should be highlighted. One SMART Hub participant stated that feeding back to participants will help to improve the SMART Hubs, this is also likely to encourage participation in the SMART Hubs and any other project related activities. To end the section participants were asked "*what are the main solutions you think will support achieving the proposed improvements*". The respondents were gave a variety of responses with no key themes standing out. One respondent stated that one solution to achieve the proposed improvements is "*provide certificates for participation in the various events organised*". This suggestion may also feed into the suggestion that there needs to be "*more active participation*". Another response stated that the SMART Hub members should get further training and that there needs to be language clarity. Without language clarity SMART Hub members will confuse the terminology when discussing PVE/CVE and De-radicalisation approaches. Another solution proposed was to understand local legislation and problems, using local strategies could be an easier way to ensure that SMART Hub members can ensure that the language used is consistent and clear within the sector. Four participants did not leave any comments regarding solutions to improve the SMART Hubs, these participants also did not leave comments regarding making improvements to the SMART Hubs.



3.6 SECTION 4: SUSTAINABILITY

The final sector focused on the **sustainability of the SMART Hubs**, asking members about the likelihood of the continuation of SMART Hubs and participant engagement levels.

The first question asked SMART Hub members if the SMART Hub engagement/involvement is likely to last 60% of the respondents stated that they "somewhat agree". In addition to this, the next highest responses were level with 13% of the responses being for "strongly agree" and "strongly disagree". "Somewhat disagree" and "neither agree nor disagree" were also joint with 7% of the responses. The data suggests that those currently participating in the SMART Hubs are hoping that they will continue, even once the project has ended. The split of "strongly agree" and "strongly disagree", suggests that some participants believe that their SMART Hub is not strong enough to continue whilst other SMART Hubs appear to be sustainable and provide the SMART Hub members with benefits which will encourage the continuation and sustainability of the SMART Hubs. Geographical differences between the SMART Hubs may play a role in the likeliness of the SMART Hub continuation. Some members may already have a large number of connections with others in the PVE/CVE and De-radicalisation sectors and the SMART Hub has contained these existing connections. In other locations, the emergence of SMART Hubs and those participating in the SMART Hubs may have led to new connections and partnerships which before would have not been created.

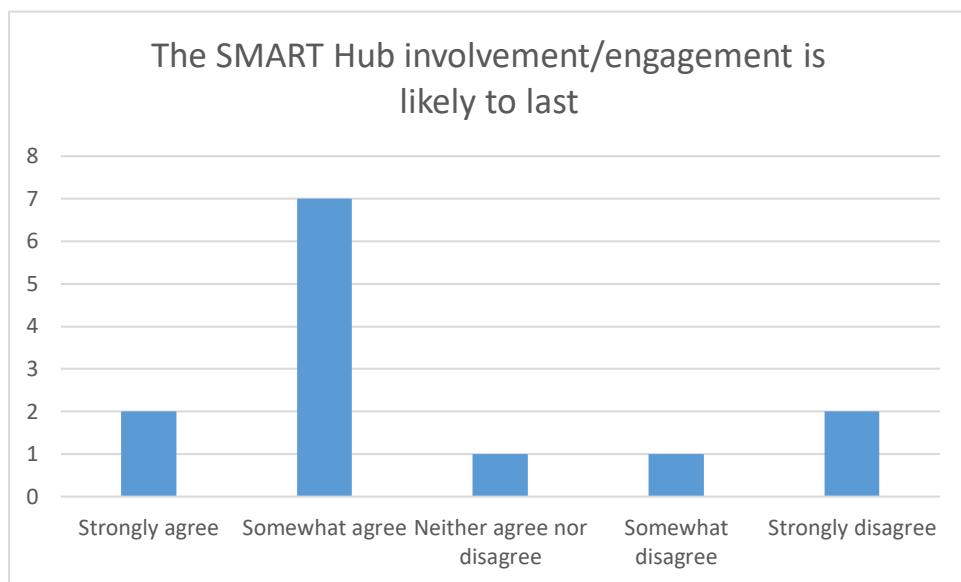


Figure 5 SMART Hub involvement/engagement is likely to last

The question that followed asked participants "**if there are factors could undermine the sustainability of the SMART Hubs and the engagement**". 40% of the respondents selected "neither agree nor disagree", suggesting that participants are unsure on what could be improved for sustainability and/or engagement. The next most popular response was "somewhat agree" with 34% of participants selecting this option. "Somewhat agree" and "somewhat disagree" were both joint with 13% of the response each. The strongly disagree option was not selected by any of the respondents.





There are factors that could undermine the sustainability of the SMART Hubs and engagement

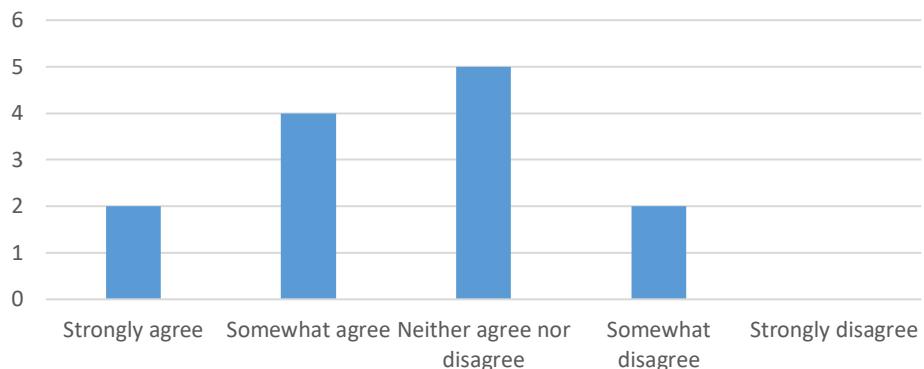


Figure 6 There are factors that could undermine the sustainability of the SMART Hubs engagement

Following this question, the survey then prompted participants to specify and highlight **the factors which could undermine the sustainability of the SMART Hubs. The key factors** that respondents highlighted as impacting the sustainability varied with each participant. One respondent stated that there could be a "*lack of common professional interest*", suggesting that some of the SMART Hub members all have different aims and hopes for the outcome of the project. Two responses highlighted financial constraints and expenses for participation as a factor which may undermine the sustainability of the SMART Hubs, this may be a particular issue if SMART Hub members are invited to events across Europe. It was also noted again that there is a lack of awareness of the SMART Hubs among stakeholders and their wider networks, as well as dissemination of project results. One issue highlighted by a SMART Hub member is "*the online environment and the emergent extremists trends*" the ever-changing environment of the PVE/CVE and De-radicalisation sector, as well as the constant emergence and development of technologies, results in constant development in methods and strategies within the sector. One participant stated that engagement is likely to increase because their country needs to speed up development within the PVE/CVE field. Following this, participants were then asked in what ways SMART Hub involvement/engagement can be sustained. The responses in this section varied, one SMART Hub member stated that one method to ensure engagement would be "*continuously ensuring additional knowledge and skills, especially with regard to design and assessment methods*". Networking opportunities and consistent communication were also highlighted as methods of ensuring sustainability within the SMART Hubs. The funding of SMART Hubs was also mentioned by some respondents as well as one member also stating that the benefits of participation should be highlighted. When participants state their beliefs on the sustainability of the SMART Hubs, the project has the ability to apply those changes and encourage sustainability of PVE/CVE networks across Europe. One key theme was *stability*. Stability was highlighted by three respondents; however, it was referred to in different contexts. One respondent stated that "*a stable and funded organisation*" would improve the sustainability of the SMART Hubs. Another SMART Hub member responded stating that making SMART Hubs more formal would create stability within the SMART Hubs. Organisational stability was also highlighted as SMART Hub members have stated that consistent organisation of meetings will ensure stability within the SMART Hubs as well as providing stability for the SMART Hub members. One participant believes





that incorporating SMART Hubs into future projects would help with the sustainability of the INDEED SMART Hubs. Only three respondents chose not to reply or had no suggestions for the improvement of SMART Hubs.

3.7 ADDITIONAL COMMENTS ON THE SMART HUBS

At the end of the survey an **open text box was available for participants to leave any additional comments** about the SMART Hubs that they may have not been able to share in the previous questions. Only a few respondents left productive feedback, one participant left a comment stating that "*I learned a lot, but it was fun!*" whilst another participant commented "*a very important and useful initiative to ensure more effective PVE/CVE*". One SMART Hub member indicated that they would like "*more focus on practical, grassroots action*". Two respondents referred to the sustainability of the SMART Hubs, one respondent stated "*they have contributed well to the project but I don't think they will have continuity*" with the other respondent commenting "*let's try to have sustainability*".





4 LESSONS LEARNT FROM THE SMART HUBS

The feedback provided by SMART Hub members, gives insight into the thoughts of those individuals who have been participating in the SMART Hubs throughout the duration of the INDEED Project. The data received does not fully reflect all SMART Hub participants as only participants from seven SMART Hubs completed the survey. However, using the responses collected as a baseline still provides vital information about participants views on the role of SMART Hubs and how they can be improved in the future. The concept of SMART Hubs aimed to serve five specific goals; *strengthening practitioner networks, ensuring complementarity, enabling comparative analysis, iterative cycles of engagement and multi-disciplinary approach*. The SMART Hubs achieved all of the goals set out, and provided a space for practitioners in the PVE/CVE and De-radicalisation domain to contribute to the development of new PVE/CVE and De-radicalisation tools within this sector.

The feedback left in Section 1: SMART Hub Strengths shows that 53% of the respondents stated that they somewhat agree with the networking opportunities that SMART Hubs provide. Allowing SMART Hub members to connect through large meetings or an online platform may have provided SMART Hub participants with more opportunities to network and make new professional connections. To improve these connections a shared network or forum may provide the space for SMART Hub members to strengthen the cross-country connections that INDEED aims to promote.

In the future, rather than only having geographical SMART Hubs, the development of a shared space where all SMART Hub members can share knowledge and experiences between each other, providing the opportunity for those with limited knowledge the ability to learn and develop from their peers.

Allowing SMART Hub members to interact with members from other SMART Hubs also addresses the risk of lack of professional interest, as practitioners working within the same sector may be able to share their experiences working in a different country. A shared platform/forum may also help to promote the INDEED SMART Hubs as new participants can see the benefits of joining and where they can contribute and learn, and existing SMART Hub members can share information with their existing networks.

An issue highlighted was practitioners joining the SMART Hubs later than others, resulting in these practitioners lacking out on contextual information or missing out on event invitations. The development of a 'SMART Hub information pack' or a 'Welcome pack' which is continuously updated throughout the lifetime of a project may be one way that SMART Hubs can be developed and improved. Providing welcome information, new participants can familiarise themselves with the findings made on the project, and as the project progresses those within SMART Hubs can continue to learn and develop.

Participants also suggested that a certificates for the participation in events could be provided which is something that could be developed for future SMART Hubs and is something that the INDEED e-course⁴ provides to individuals who complete the full course. Participating in the

⁴ <https://www.indeedproject.eu/free-online-training-for-practitioners-policy-makers/>





INDEED e-course alongside the development of an introduction pack will also help participants understand the terminology and provide language clarity, particularly as SMART Hubs aim to bring in people at all knowledge levels from across Europe.

The main challenge faced with SMART Hubs is finding the time for all SMART Hub members to attend a meeting or participate in an event. As the majority of SMART Hub members were participating within the SMART Hubs as an extra activity alongside their full-time work, it cannot be expected that they are able to participate in all events and activities.

Recording SMART Hub meetings could be one way that SMART Hub members can stay up to date with discussions that have been had.

When asked where SMART Hubs could improve, members stated that not all stakeholders know about the existence of SMART Hubs.

The promotion of SMART Hubs is something that could be improved through relationships with sister projects.

For the future of SMART Hubs, the development for some type of forum where all the geographical SMART Hub members can remain in contact with each other will assist in strengthening practitioner networks across Europe within the PVE/CVE and De-radicalisation and evaluation domain.





5 APPENDIX

5.1 INDEED SMART HUBS SURVEY

Consent

INDEED Information sheet and participant consent

Project Acronym: INDEE

Project Title: Strengthening a comprehensive approach to preventing and counteracting radicalisation based on a universal evidence-based model for evaluation of radicalisation prevention and mitigation.

Grant Agreement No: 101021701

The purpose of this survey is to collect feedback from the INDEED SMART Hub members on their experience of participating in SMART Hubs and the approach of a multi-stakeholder and multi-agency environment.

The INDEED SMART Hubs aims to achieve the following goals:

- Strengthen practitioner networks.
- Ensure complementarity.
- Enable comparative analysis.
- Iterative cycles of engagement
- Undertake multi-disciplinary approaches.

INDEED is a 36-month EU-funded project aiming 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 in the field, based on evidence-based approach. INDEED is a research and innovation project that 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. INDEED is designed to provide evidence-based and practical solutions ready for use by a variety of policy makers and first-line practitioners (representing LEAs, local authorities, prison and probation, social and health services, education, civil society organisations), and other relevant actors in the field of PVE / CVE and De-radicalisation. INDEED will develop a practical and interactive Toolkit for PVE/CVE and De-radicalisation first-line practitioners and policy makers. The INDEED project requires that professionals who participate in its research [interviews / focus groups / workshops] give explicit consent to do so. Please take time to read and understand the following information and if you agree with the content sign the consent form.

The INDEED project team ensures that any data or information you provide will be kept strictly confidential. In gathering our data, we will only record information that is necessary to address the central purpose of our research and ensure that your information given will be anonymized. Information will be securely stored and retained for the lifetime of the project and deleted 5 years after the project's conclusion. The legal basis for the processing of the data is consent, as provided by the INDEED project consent form. Your name will not be linked with the research materials, as the researchers are interested in the content in general, and not in any individual's opinions or choices. Results can be included in project deliverables, communication material (primary use) and academic publications (secondary use). However, any directly or indirectly identifiable data will be omitted to guarantee the anonymity of the interviewee. A general commitment of the researcher applies to treat the information provided by the research participants pseudonymously, i.e., not directly linkable to him/her, and without repercussions for what they disclose to the researcher.





I understand that if at any time during the SMART Hubs evaluation process I feel unable or unwilling to continue, I am free to leave without negative consequences. That is, my participation in this task is completely voluntary, and I may withdraw from this project at any time. I further have the right to request the following from the data controller: access to and rectification or erasure of my personal data, restriction of processing concerning the data subject, object to the processing of data, right to data portability. You further have the right to withdraw your consent at any time or lodge a complaint with a supervisory authority. Potential risks of participating in this research may be the risk of entrusting your personal data in the hands of others, and the potential harm for misuse of those identifiable data. The reassurances around strict data governance, given by the INDEED team, are designed to alleviate potential participation burdens.

I have been informed that if I have any questions needing further clarification or assurances about the ethical issues relating to the project, I am free to contact Norbert Leonhardmair, Norbert.leonhardmair@vicesse.eu, VICESSE or Hannah Reiter, Hannah.reiter@vicesse.eu, VICESSE.

I freely and voluntarily consent to participate in the INDEED SMART Hubs survey to be conducted between 31st January 2024 to 16th February 2024.

I have read the participant information sheet and I consent to participating in this survey.

- Yes
- No

GELSA

Q1: What SMART Hub are you a member of? (e.g. SMART Hub Country)

Q2: Please select the option which you identify most.

- Male
- Female
- Non-binary / third gender
- Prefer not to say

Q3: From which sector are you from?

- First line practitioner
- Policy maker (including local authority)
- Government organisation
- Research & Academia
- Health services
- Non-governmental organisation
- Other: [text box]

Section 1: SMART Hub Strengths

Q1: INDEED SMART Hubs have strengthened your networks in your/partner countries.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q2: The SMART Hub led to the establishment of new practitioners/networks that would benefit you in the future.





- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q3: What are SMART Hubs' main area of strength? [text box]

Q4: To what extent are SMART Hubs relevant to your daily works? E.g. to what extent the experiences and skills acquired through the INDEED project address your requirements?

- Very relevant
- Somewhat relevant
- Not relevant
- Not at all relevant

Q5: To what extent do you find the SMART Hubs inclusive and diverse to benefit you in more diverse ways?

- Very inclusive and diverse
- Somewhat inclusive and diverse
- Not inclusive and diverse
- Not at all inclusive and diverse

Section 2: SMART Hub involvement challenges

Q1: What were the challenges hindering your engagement with the INDEED project? [text box]

Q2: What were the factors causing these challenges? [text box]

Q3: In what ways did these challenges hinder results? [text box]

Q4: How could these challenges be mitigated? [text box]

Section 3: Improvements

Q1: There are areas of SMART Hubs' involvement/engagement that require improvements

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q1a: Please specify [text box]

Q2: What are the main areas that require improvements? [text box]

Q3: What are the main solutions you think will support achieving the proposed improvements? [text box]

Section 4: Sustainability

Q1: The SMART Hub involvement/engagement is likely to last

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree





Q2: There are factors that could undermine the sustainability of the SMART Hubs and engagement

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q2a: Please specify [text box]

Q3: In what ways can the SMART Hub involvement/engagement results be sustained? E.g. the main tools/approaches to ensure sustainability. [text box]

Q4: There is a long-term benefit for the continuation of SMART Hubs

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q4a: Please specify [text box]

Submission

Q1: Please leave any additional comments about SMART Hubs here. [text box]

Q2: I wish to submit my response to this survey.

- Yes

