



INDEED

Evidence – Based Model for Evaluation of
Radicalisation Prevention and Mitigation

Deliverable No. 8.5

D8.5 Mid-term Management and quality Report

February 2023 (M18)

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Abstract:

Adequate project management aims to support all consortium partners in the effective and efficient implementation of the project, its tasks, achieving goals, milestones, project progress as well as administration, procedural and financial management, including managing internal communication processes. This document briefly describes how the INDEED project has proceeded during the first reporting period frame i.e., between September 2021- February 2023 (M1-M18) and focuses on showing the achieved objectives, milestones and results. It also contains an overview of all Work Packages with an emphasis on the above items. In addition, the document presents the implemented project management procedures, showing the coordination structure and key responsibilities that were performed by individual consortium bodies. The whole is a summary of actions taken for efficient and effective project management in accordance with the quality standards and procedures described in the Project Management Guidebook (D8.1).





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Executive Summary

The INDEED project started in September 2021 and will last until August 2024. Currently, the project is in the middle of implementation, therefore this report covers the period from the beginning to February 2023. The first part of the deliverable describes the objectives and achieved results. The second part summarises the work done in the individual Work Packages, as part of communication, dissemination and exploitation activities, and management activities. All deliverables delivered in the first part of the project and the milestones achieved are also presented. The third and final part contains conclusions and next steps.

The INDEED project aims to strengthen the knowledge, capabilities and skills of first-line practitioners and policy makers in designing, planning, implementation and in evaluating initiatives in the field, based on evidence-based approach. During the first half of the project, the team worked to build a strong foundation in terms of evidence-based approaches, evidence-based initiatives, evidence-based evaluation in research across various disciplines, and collected the same input from first-line practitioners and policy makers working in the field of PVE/CVE/De-radicalisation and crime prevention. The aim was to find out what are the current approaches to evaluation and designing initiatives, what is missing, what works and what doesn't, what direction we should follow in INDEED project, what are the gaps, needs and requirements in terms of tools, training and standards in this area. The report presents the milestones achieved, including one of the most important in the project - the developed Evidence-Based Evaluation Model, which is also one of the three elements of the Evidence-Based Evaluation Package.



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List of Acronyms

Acronym	Definition
AB	Advisory Board
C&D	Communication & Dissemination



CA	Consortium Agreement
CDM	Communication and Dissemination Manager
CENTRIC	Sheffield Hallam University
CO	Confidential
CVE	Countering Violent Radicalisation
DBL	Deep Blue
DoA	Document of Action
EBE	Evidence-Based Evaluation
EBEM	Evidence-Based Evaluation Model
EC	European Commission
EIM	Exploitation and Innovation Manager
EU	European Union
GA	Grant Agreement
GA	General Assembly
GDPR	General Data Protection Regulation
GELS	Gender, Ethical, Legal and Societal Aspects
INDEED	Strengthening a comprehensive approach to preventing and counteracting radicalisation based on a universal evidence-based model for evaluation of radicalisation prevention and mitigation
KEMEA	Center for Security Studies
PATRIR	Peace Action, Training and Research Institute
PC	Project Coordinator
PM	Project Manager
PMO	Project Management Office



PPHS	Polish Platform for Homeland Security
PSO	Project Security Officer
PU	Public
PVE	Prevention of Violent Radicalisation
R	Report
SMART Hubs	Stakeholder Multisectoral Anti-Radicalisation Teams
UoH	University of Helsinki
VICESSE	Vienna Centre for Societal Security
VUB	VUB Institute for European Studies
WP	Work Package
WPL	Work Package Leader



1 INTRODUCTION

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, utilizing 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.

INDEED aims to develop:

1. A universal Evidence-Based Evaluation Model (EBEM) for evaluating radicalisation prevention and mitigation initiatives.
2. A practical EBEM-based evaluation tool.
3. Professional e-guidebooks.
4. A collection of user-friendly repositories (repository of studies on risk and protective factors, repository of evidence-based initiatives) for practical use by practitioners and policy makers.
5. Targeted curricula and trainings (offline/ online).
6. 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.

The main objectives of the Work Package 8 (Project Management) are:

1. Facilitate the smooth and organised delivery of the INDEED project, ensuring all obligations are met with minimal interference.
2. Support the actions of the work packages, but allow the work to flow unhindered by unnecessary checkpoints.
3. Plays an integral role in maintaining connections between the project Partners and facilitating an environment conducive for integration and cooperation. The Project Management Office (PMO) and Project Coordinator are accountable for all matters connected to the Grant and Consortium Agreement; monitoring, measuring and maintaining milestones and deliverables; the management of internal communications and relations between the project consortium, specifically the Work Package Leaders and Advisory Boards; data management provisions; maintaining the high-level scope of the project in accordance with the Gantt chart and project timeline.

1.1 INDEED PROJECT OBJECTIVES AND ACHIEVED RESULTS

INDEED aims to strengthen the knowledge, capabilities and skills of PVE / CVE and De-radicalisation first-line practitioners and policy makers in designing and evaluating evidence-based initiatives. **Five project-specific objectives have been identified** to ensure the





achievement of the overarching objective described above. In the first half of the project, i.e., from September 2021 to February 2023 (M1-M18), one (1) main objective has been fully achieved, two (2) have been partially achieved and will be continued in the second half of the project, the other two will be fully achieved by the end of the project. The table below presents these goals and documented results that contributed to the fulfillment/partial achievement of the goal, along with a brief description of what the result concerns.

Table 1 List of INDEED objectives and achieved results in the period M1-M18 (September 2021 - February 2023)

No	Name of the objective	Result documented in	Description	Status
1	To develop a co-created evidence-based approach to the evaluation of PVE / CVE and De-radicalisation initiatives, and design, plan and implement such initiatives in proven manner.	D1.2	<ul style="list-style-type: none"> Report outlining identified, analysed and recommended research approaches for evidence-based evaluation coming from the area of PVE / CVE, De-radicalisation and other selected disciplines. 	<ul style="list-style-type: none"> Achieved.
		D2.1 D2.2 D2.4	<ul style="list-style-type: none"> SMART Hubs of first-line practitioners and policy makers established and evaluated; Practice and Evaluation Gap and requirements Analysis Report delivered; Synthesised baseline report of gaps, needs and solutions on evaluation done. 	
		D3.1 D3.2	<ul style="list-style-type: none"> EBEM (Model) verified by first-line practitioners and policy makers delivered. 	
2	To foster capacity building, knowledge transfer and skills development in the evaluation of PVE/CVE and De-radicalisation initiatives and in the designing, planning and implementation of the preventive and mitigating measures.	Not available yet	<ul style="list-style-type: none"> Not available yet. 	<ul style="list-style-type: none"> To be fully achieved in the second part of the project (this objective is mainly related to WP5 training which will take place at the end of the project).
3	To contribute to increasing the sense of security among EU citizens by improving the effectiveness of policies and security measures in the area of PVE/CVE/De-radicalisation.	Not available yet	<ul style="list-style-type: none"> Not available yet. 	<ul style="list-style-type: none"> To be fully achieved in the second part of the project (this objective is related to WP4 which started in February 2023).
4	To increase the visibility of INDEED outcomes and facilitate processes for their	D7.5	<ul style="list-style-type: none"> Organisation of dissemination events and activities with the use of created channels, 	<ul style="list-style-type: none"> Partially achieved; to be continued in



	broad use, exploitation and sustainability.		developed materials and established connections with relevant stakeholders, sister projects and networks.	the second part of the project.
		Achieving this goal also includes other sub-goals, which are planned to be completed in the second half of the project.		
5	To ensure ethics-centred evaluation and design, enshrining gender mainstream fundamental rights standards, and societal desirability at the core of PVE/CVE/De-radicalisation initiatives.	D6.1	<ul style="list-style-type: none"> Gender, Ethical, Social and Legal Guidelines for the project's research activities; Gender, Legal, Social and Ethical Checklist for activity assessment. 	<ul style="list-style-type: none"> Achieved.
		Achieving this goal also includes other sub-goals, which are planned to be completed in the second half of the project.		



2 WORK PERFORMED BETWEEN M1-M18

2.1 INDEED WORK PACKAGES AND MANAGEMENT

The project is divided into 9 Work Packages: WP1-WP6 on the methodology of research and innovation activities and WP7-WP9 that carry out communication, dissemination, exploitation and management activities and also the post-grant requirements related to the ethics matters. The Work Package breakdown is presented in the figure below.

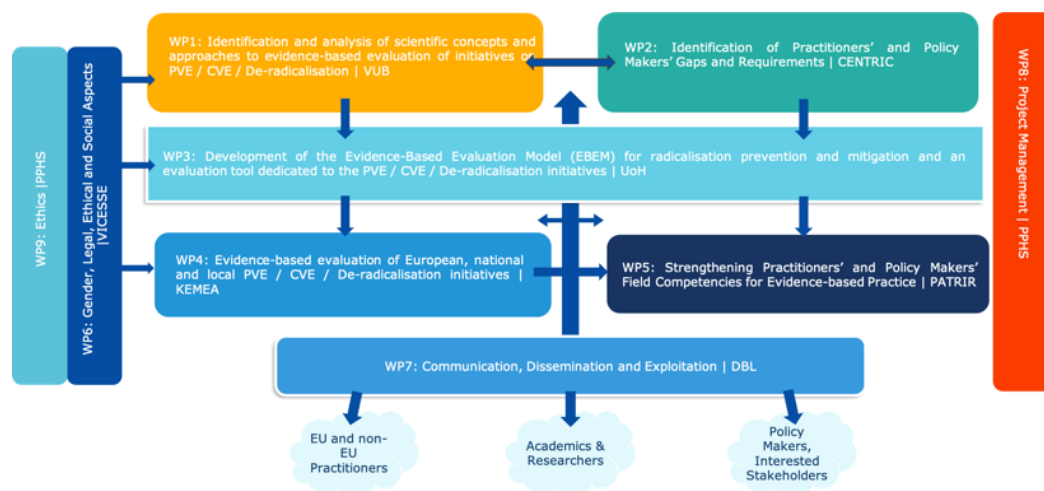


Figure 1 INDEED Work Package Breakdown and interrelations

Every Work Package has its own Leader and it is the Leader's role to organise WP kick-off, create WP concept note, organise meetings and deliver its results with the involvement of other partners, including Task Leaders. Work Package Leaders are cooperating closely with the Project Coordinator, Project Manager and Project Management Office and also Task Leaders and partners involved.



Figure 2 INDEED Work Package Leaders, Project Coordinator, Project Manager and PMO



2.2 BRIEF OVERVIEW OF WORK PACKAGES IMPLEMENTATION BY M18 (FEBRUARY 2023)

This part presents an outline of the work carried out in the period from September 2021 to February 2023 (M1-M18) under individual Work Packages 1-9. Each WP is presented in a table with its objectives, tasks, deliverables, and further steps, which, for example, describe the use of developed results, or more important steps for continuing tasks. At the end of each table there is a "comments" section, which contains changes or comments significant to the Work Package (if any).

Table 2 Overview of WP1-9 implementation with the focus on objectives, results and next steps

WP1 Identification and analysis of the scientific concepts and approaches to the evidence-based evaluation of initiatives on PVE / CVE / De-radicalisation				
M1-M12* WP Leader: VUB *extended by M36				
No	Objectives	Tasks	Result	Further steps
1	Support the development of the evidence-based Evaluation Model (EBEM) for radicalisation prevention and mitigation, which is planned in WP3.	T1.2 T1.3	D1.2 D1.3	<ul style="list-style-type: none"> All the results of WP1 were used in WP3 and were a key element in the design of the Evidence-Based Evaluation (EBEM) Model.
2	Gather and analyse previous approaches, models and tools which have failed in tackling radicalisation; as well as those which have supported or strengthened resilience and prevention.	T1.1 T1.2	D1.1 D1.2	
3	Provide updated knowledge on existing factors and pathways into radicalisation, and factors influencing resilience to radicalisation as a key element of the methodological evaluation framework for WP3.	T1.3	D1.3	<ul style="list-style-type: none"> The repository will be updated regularly with new studies on risk and protective factors. The next update is planned for June 2023.
Comments: All objectives have been achieved, tasks completed and results delivered. Task 1.3 has been extended until the end of the project in order to ensure that the content of the repository of studies on risk and protective factors is regularly updated. Updates are scheduled every six months.				

WP2 Identification on Practitioners' and Policy Makers' Gaps and Requirements				M1-M36 WP Leader: CENTRIC
No	Objectives	Tasks	Result	Further activities
1	Engage key first-line practitioners and policy makers to be involved in the INDEED activities, establish Stakeholder Multisector Anti-	T2.1	D2.1 D2.2	<ul style="list-style-type: none"> Continue to build and develop SMART Hubs and ensure their



	Radicalisation Teams (SMART Hubs) and develop a roadmap for repeat engagement throughout the project.			members' participation in project activities.
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.	T2.2	D2.4	<ul style="list-style-type: none"> All WP2 results coupled with WP1 were used in WP3 to develop the Evidence-Based-Evaluation Model (EBEM) and EBEM-based Evaluation Tool. They will also be used in conducting evidence-based evaluation in WP4 and in WP5 to design training activities.
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.	T2.4	D2.6	
3	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.	T2.3	D2.5	

Comments:

All objectives and results planned to be achieved up to February 2023 (M18) have been achieved. Most of the tasks are completed. Further tasks within WP2 will be solely related to SMART Hubs activities and their evaluation at the end of the project.

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

M10-M34
WP Leader: UoH

No	Objectives	Tasks	Result	Further steps
1	Design, develop and verify the universal Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation to allow practitioners and policy makers involved in PVE / CVE and De-radicalisation to gain insights into the most up-to-date, ethical and legal evidence-based methods, techniques and tools for evaluation of: a) policies and strategies, b) complex long-term programmes, c) short-term actions and d) and ad-hoc interventions.	T1.3	D3.1 D3.2	<ul style="list-style-type: none"> EBEM dissemination; EBEM implementation into the Tool; EBEM implementation into the Toolkit as a standalone result; EBEM utilisation by specific target groups.



2	Develop, test and validate an EBEM-based Evaluation Tool for practitioners and policy makers.	T3.2	D3.3 D3.4	<ul style="list-style-type: none"> Implementation according to the prepared concept note and methodology.
3	Enrich the knowledge on how to design and improve evidence-based evaluation.	T3.3	D3.5 D3.6	<ul style="list-style-type: none"> Finalisation of the e-guidebook in English and deliver them in the remaining 9 languages by the end of September 2023 in a professional graphic layout.
4	Standardise the evaluation practice through an agile and flexible solution.	T3.4	D3.7 D3.8	<ul style="list-style-type: none"> To be done in the second half of the project.

Comments:

By February 2023 relevant milestone was reached - EBEM development. This was one of the main goals of WP3 to be achieved in the first half of the project. Other goals and tasks will be continued and achieved in the second half.

Due to the entire development process related to the Model (EBEM) and the EBEM-based Evaluation Tool, two (2) e-guidebooks will be delivered at the same time as the tool, i.e. in September 2023 and not in February 2023 as planned. As mentioned above, the goal by the end of September 2023 will be to deliver two (2) e-guidebooks in nine (9) languages and in a professional layout.

WP4 Evidence-based evaluation of European, national, regional and local PVE / CVE / De-radicalisation initiatives				M18-M36 WP Leader: KEMEA
No	Objectives	Tasks	Result	Further steps
1	Define a methodology for selecting PVE / CVE / De-radicalisation initiatives and conducting the evaluation.	T4.1	D4.1	<ul style="list-style-type: none"> To be mainly done in the second half of the project.
2	Perform in-depth qualitative and quantitative evaluation of selected initiatives using the Evidence-based Evaluation Tool developed under WP3, in order to assess their impact and outcomes.	T4.2	D4.2	<ul style="list-style-type: none"> To be done in the second half of the project.
3	Gather the comprehensive knowledge on the status and quality of evaluation of PVE / CVE / De-radicalisation initiatives, in order to find out what are the strengths and weaknesses of evidence-based evaluation.	T4.2	D4.3	<ul style="list-style-type: none"> To be done in the second half of the project.
4	Formulate Lessons Learnt and Policy Recommendations derived from the final results of conducted evaluation.	T4.3	D4.4	To be done in the second half of the project.

Comments:

WP4 only started in February 2023, so all tasks, goals and results will be achieved in the second half of the project. In February, the implementation of the task T4.1 task and the development of the methodology of activities began.



WP5 Strengthening Practitioners', Policy Makers and Field Competencies for Evidence-based Practice				M10-M36 WP Leader: PATRIR
No	Objectives	Tasks	Result	Further steps
1	Directly engage trainers, training institutions, policy makers and first-line practitioners to identify and map training and capacity building needs, best practices and solutions in user-based design.	T5.1	D5.1	<ul style="list-style-type: none"> To be used in WP5 to design training package.
2	Support the development of a collaborative learning field and 'community of practice' on evaluation.	T5.2	D5.2	<ul style="list-style-type: none"> To be implemented in the second half of the project.
3	Create an integrated training suite, including a capacity-building tool, trainings and curricula – for both in-person training and online self-paced learning of evidence-based evaluation.	T5.3	D5.3	<ul style="list-style-type: none"> To be implemented in the second half of the project.
4	Improve and strengthen the capacity of practitioners and policy makers to implement effective evaluations and develop an improved evidence-based design of PVE /CVE / De-radicalisation initiatives.	T5.5	D5.6	<ul style="list-style-type: none"> To be done in the second half of the project.
5	To support the general uptake of the proposed solutions and training through train-the-trainer methods and cascade trainings.	T5.5	D5.6	<ul style="list-style-type: none"> To be done in the second half of the project.
6	Create a one-stop, online multilingual Toolkit with e-learning suite that integrates the evaluation framework, all INDEED public deliverables and learning tools to maximise uptake and accessibility to the field.	T5.4	D5.4 D5.5	<ul style="list-style-type: none"> In the second part of the project the landing page mock-up was created and implemented as well as the first result was implemented into it (repository of studies on risk and protective factors). This task will be continued to be implemented in the second part of the project.
Comments: The first goal of WP5 has been achieved and the results of task 5.1 have been given for use in creating a training package. Work was also underway to develop a toolkit, which resulted in a landing page.				

WP6 Gender, Legal, Ethical and Social Aspects				M1-M36 WP Leader: VICESSE
No	Objectives	Tasks	Result	Next steps
1	Guarantee that the research is carried out complying with gender	T6.1	D6.1 D6.2	<ul style="list-style-type: none"> Compliance with the GELS guidelines by Partners during



	mainstreaming, fundamental rights, with the European Code of Conduct for Research Integrity and in line with applicable international, EU and national law and the GDPR.		D6.3	the implementation of project activities with the support and advice of the WP Leader responsible for this task; • Final Gender, Ethical, Social and Legal Report on project implementation will be delivered in the second part of the project.
2	Support practitioners and policy makers on increasing their awareness about gender, ethical, legal and social aspects on PVE / CVE / De-radicalisation initiatives.	T6.2	D6.4	• Dissemination of the most important results of the report.
3	Guide other WPs (WP2, WP3, WP5) in the production of content - reviewing their outcomes against the gender, ethical, legal and social implications of PVE /CVE/ De-radicalisation initiatives and their evaluation methods.	T6.2	D6.4	• Use of results from WP3 and WP5.
4	Promote awareness of gender, ethical, legal and societal aspects among practitioners, policy makers and the general public.	T6.3	D6.5	• Dissemination of the most important results of the report.
5	Ensure that the INDEED's results will be gender, ethically, legally and socially acceptable and will not have a negative impact on those involved and targeted through its actions.	T6.4	D6.6	• To be done in the final stage of the project.

Comments:

The tasks within this WP provide the necessary GELS support for the individual Work Packages. Despite several delays in delivering deliverables, all planned deliverables were achieved and tasks completed.

WP7 Communication, Dissemination and Exploitation				M1-M36 WP Leader: DBL
No	Objectives	Tasks	Result	Further steps
1	Ensure visibility of the project and awareness about its outcomes at local, regional, national and European levels and across all groups of relevant practitioners, policy makers and stakeholders.	T7.1 T7.2	D7.1 D7.2 D7.3	• Continuation of work on project visibility and awareness about its results in the second half of the project.
2	Make project results available to the interested practitioners, policy makers and key decision makers involved in security threat prevention, with the particular attention to the area of PVE / CVE / De-radicalisation.	T7.4	D7.7 D7.8	• Continuing the active use of developed channels for C&D results and beyond and creation of ad hoc dissemination and communication materials promoting the specific work of each WP.



3	Stimulate practitioners' community participation at all levels.	T7.3	D7.4 D7.5 D7.6	<ul style="list-style-type: none"> Further dissemination of the project results, publishing scientific publications, attending and holding dissemination events.
4	Link the project and interact with other related EU funded research projects, international and national initiatives implemented by MS (including these supported or recommended by RAN, EUCPN and EFUS).	T7.3	D7.4 D7.5 D7.6	<ul style="list-style-type: none"> Participation in joint events between different projects, public events like conferences, workshop, forums.
5	Support exploitation of the project's results and thus contribute to sustainable progress in the domain of PVE / CVE / De-radicalisation, and potentially in the prevention of other security threats other than radicalisation.	T7.4	D7.7 D7.8	<ul style="list-style-type: none"> Implementation of activities related to the exploitation of project results in accordance with the Initial Exploitation Plan. The final Exploitation Report will be created at the final stage of the project.
6	Support community building and stakeholders' engagement among SMART Hubs.	T7.3	D7.4 D7.5 D7.6	<ul style="list-style-type: none"> Further dissemination of the project results, publishing scientific publications, attending and holding events.

Comments:

Communication and dissemination activities in the first half of the project were very intensive, building awareness of the INDEED project among target groups and beyond, building community, promoting and disseminating the first results using the launched channels. All KPIs planned for this period have been achieved.

WP8 Project Management				M1-M36 WP Leader: PPHS
No	Objectives	Tasks	Result	Further steps
1	Facilitate the smooth and organised delivery of the INDEED project, ensuring all obligations are met with minimal interference.	T8.1	D8.1 D8.2	<ul style="list-style-type: none"> Management activities will be continued based on the Project Management Handbook, feedback from Partners and recommendations from the Mid-Term Review; Continuation of work in accordance with Project Management Guidebook and Data Management Plan; update of the documents if needed.
2	Support the actions of the work packages, but allow the work to flow unhindered by unnecessary checkpoints.	T8.2	D8.3 D8.5	<ul style="list-style-type: none"> Management activities will be continued as before, taking into account the comments and suggestions of the Partners and the recommendations from the Mid-Term Review;



				<ul style="list-style-type: none"> Risk Management Plan will be updated every 6 months.
3	Plays an integral role in maintaining connections between the project partners and facilitating an environment conducive for integration and cooperation. The PMO and Project Coordinator will be accountable for all matters connected to: a) The Grant and Consortium Agreement; b) Monitoring, measuring and maintaining milestones and deliverables; c) The management of internal communications and relations between the project consortium, specifically the work package leaders and advisory boards; d) Data management provisions; e) Maintaining the high-level scope of the project in accordance with the Gantt chart and project timeline.	T8.1 T8.2	D8.1 D8.2	<ul style="list-style-type: none"> Management activities will be continued as before following the provisions of the GA and CA as well as standards and procedures described in the Project Management Guidebook; The Gantt chart and Data Management Plan will be updated as needed.

Comments:

The project is managed in accordance with procedures and quality standards developed at the beginning of the project, and included in the Project Management Guidebook, as well as in a transparent and open manner towards partners. During the last face-to-face General Assembly in Cluj-Napoca (October 2022), an evaluation session dedicated to the first year of the project was organised by the Coordinator, in which the consortium pointed out strengths and weaknesses, as well as proposed possible solutions. The way and quality of project management was very often mentioned by various partners as a strength of the project.

WP9 Ethics				M1-M36 WP Leader: PPHS
No	Objectives	Tasks	Result	Further steps
1	To ensure compliance with the 'ethics requirements' set out in this work package.	n/a	D9.1 D9.2 D9.3	<ul style="list-style-type: none"> Update the deliverables if necessary.
Comments: All the requirements that were specified in this additional work package proposed by the European Commission have been met.				

2.3 DELIVERABLES

Twenty-nine (29) deliverables were delivered in the first half of the project, which is all that was planned. For various reasons, some of them were submitted late, which, however, did not affect the implementation of the project. Each time delays were previously communicated and confirmed with the EC Project Officer.

The table below shows all deliverables from the period with additional information about lead partner, document type, dissemination level, delivery date, and changes (if any) to the submission date. This is followed by an explanation of the selected deliverables and the reasons for their delays, and the rationale for resubmitting four (4) of them. All deliverables were created





under the responsibility of the WP Leader with the participation of the Task Leaders (Lead Partners) and other Consortium Partners involved in the WP. Before submitting them to the EC, all deliverables were reviewed by the Partners, and their quality, substantive compliance and visual consistency were checked by the Project Coordinator, Project Manager / Project Management Office.

Table 3 Overview of submitted Deliverables by the end of February 2023 (M18)

WP No	Deliverable No	Deliverable name	Lead partner	Type	Level	Due date	Changes in delivery
WP1	D1.1	Methodological guidelines for Partners on data collection.	VUB	R	CO	M2	n/a
	D1.2	Report outlining identified, analysed and recommended research approaches, methods and tools for evidence-based evaluation coming from the area of PVE / CVE / De-radicalisation and other selected disciplines.	VUB	R	PU	M11	M12 M17 (resubmission)
	D1.3	Two digital repositories of (1) factors/pathways leading to radicalisation and (2) factors strengthening resilience to radicalisation that present the most recent findings.	ITTI	OTHER	PU	M12	M14
WP2	D2.1	SMART Hub Roadmap.	CENTRIC	R	PU	M4	M17 (re-submission)
	D2.2	SMART Hub Roadmap Evaluation Report.	CENTRIC	R	PU	M18	M18
	D2.4	Practice and Evaluation Gap Analysis Report.	CENTRIC	R	CO	M10	M11
	D2.5	Training and Evaluation Tool Requirements Report.	MoJ	R	CO	M10	M13
	D2.6	Baseline Report of Gaps, Needs and Solutions.	CENTRIC	R	PU	M15	M16
WP3	D3.1	Developed Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation.	UoH	R	PU	M17	M18
	D3.2	EBEM verification report.	PPHS	R	CO	M16	M17
	D3.5	'Professional e-Guidebook on Evidence-based Evaluation' available in 10 languages.	UoH	OTHER	PU	M17	M18
	D3.6	Professional e-Guidebook on designing, planning and	UoH	OTHER	PU	M17	M18



		implementing evidence-based practices' available in 10 languages.					
WP5	D5.1	Comprehensive Analysis Report on trainings, learning tools, gaps and needs for evaluation and initiatives' design.	IPS	R	PU	M15	M17
WP6	D6.1	Gender, Ethical, Social and Legal Guidelines for the project's research activities and Gender, Legal, Social and Ethical Checklist for activity assessment.	VICESSE	R	PU	M3	M3
	D6.2	Interim Gender, Ethical, Social and Legal Report on project implementation.	VICESSE	R	CO	M18	M18
	D6.4	Report on Gender, Ethical, Legal and Social Aspects Practitioners' and Policy Makers' Awareness.	VICESSE	R	PU	M10	M14
	D6.5	Gender, Ethical Legal and Social Aspects on PVE/CVE/ De-radicalisation Initiatives and Evaluation Process Report.	VICESSE	R	PU	M17	M18
WP7	D7.1	The Initial Communication and Dissemination Plan.	DBL	R	PU	M4	M4
	D7.3	INDEED Website (www.indeedproject.eu) and Social Media presence.	DBL	DEC	PU	M3	M3
	D7.4	INDEED Initial Set of Dissemination Material.	DBL	DEC	PU	M4	M4
	D7.6	Intermediate Dissemination Report.	DBL	R	PU	M18	M18
	D7.7	Initial Exploitation Plan.	PPHS	R	CO	M12	M12
WP8	D8.1	Project Management Guidebook.	PPHS	R	CO	M3	M3
	D8.2	Data Management Plan.	PPHS	R	PU	M3	M4
	D8.3	Initial Risk Management Plan.	PPHS	R	CO	M3	M18 (resubmission)
	D8.5	Mid-term Management and Quality Report.	PPHS	R	PU	M18	M18
WP9	D9.1	H-Requirement No.1.	PPHS	R	CO	M3	M3
	D9.2	H – Requirement No. 2.	PPHS	R	CO	M6	M7
	D9.3	POPD - Requirement No. 3.	PPHS	R	CO	M6	M7



The deadline for submission of several deliverables has been extended with the Project Officer's consent and applies to:

1. **D3.5** "Professional e-Guidebook on Evidence-based Evaluation' available in 10 languages" and **D3.6**. "Professional e-Guidebook on designing, planning and implementing evidence-based practices' available in 10 languages".

These deliverables are related to the task 3.3 which was originally envisioned to take place in months October 2022-January 2023 (M14-M17). However, the completion of this task was not possible before completing the task T3.1 Design, development, verification of the Evidence-based Evaluation Model (EBEM) for radicalisation prevention and mitigation, which ended in M17 (January 2023). Furthermore, T3.3 is related to T3.2. EBEM tool (months 17-25) and these two tasks are most efficiently completed by doing them parallel to each other. Considering these factors, it was logical and practical to extend the T3.3. so that it also ends in M25, that is September 2023. Both e-guidebooks (draft versions in English only) were submitted by the end of February and then they will be re-opened and submitted as the final versions with a professional layout and translations into 10 languages (including English). This will be achieved in September 2023.

2. **D5.1** "[Comprehensive Analysis Report on trainings, learning tools, gaps and needs for evaluation and initiatives' design](#)".

Task 5.1's initially foreseen timeframe was from June-November 2022 (M10-M15). However, as T5.1 crucially builds upon the results of T2.3 and its associated deliverable D2.5, and, considering that this deliverable's submission was delayed from June 2022 to September 2022, such has impacted the timely progress of the task. As agreed among the Consortium in Work Package 5's Kick-off Meeting (held on July 2022), T5.1 started in M11 (July 2022) – hence one month delay – with the development of its first activity, the Desk Research Report. Additionally, considering that T5.1 also comprised two comprehensive and prolonged additional activities – at least 30 interviews and 15 National Level Workshops – which required the active involvement and support from the remaining partners, and foreseeing the impact of D2.3's delay on the development of guidelines and goals for the interviews and National Level Workshops, it was agreed that partners would require time until December 2022 to adequately carry out these activities. Thus, D5.1 was submitted in January 2023 (M17), which resulted in a delay of two (2) months but did not affect the remaining tasks within WP5.

3. **D6.4** "Report on Gender, Ethical, Legal and Social Aspects Practitioners' and Policy Makers' Awareness". Due to the confidential status, it is not possible to provide a link to the report.

This deliverable was composed of qualitative focus group data and quantitative questionnaire from practitioners. The start of data collection for the questionnaire was put after the start of the Smart Hub kick off meetings, which formed the first introduction of national practitioners to INDEED, and scheduled between mid-June and end of July 2022. Based on the response rate it was extended to mid-August 2022. Data analysis commenced in September 2022, taking the finalisation of the report to mid-October 2022. The deliverable was submitted within October 2022 after the conclusion of the internal review process. The delay did not affect the implementation of other tasks of the project.

Several deliverables have been re-submitted; these are:

1. **D1.2** “[Report outlining identified, analysed and recommended research approaches, methods and tools for evidence-based evaluation coming from the area of PVE / CVE / De-radicalisation and other selected disciplines](#)” submitted in M11 (16th September 2022) and re-submitted in January (M17) due to editing errors.
2. **D2.1** “[SMART Hub Roadmap](#)”, submitted in M4 (December 2021) and re-submitted in M17 (January 2023) to be in line with the updated SMART-Hubs concept.
3. **D3.2** “EBEM verification report”, submitted in M17 (3rd January 2023) and re-submitted in M17 (27th January 2023) due to editing issues with the table of content. Due to the confidential status, it is not possible to provide a link to the report.
4. **D8.3** “Risk Management Plan”, since submission in November 2021, two internal updates have been made (in May 2022 and January 2023) by Work Package Leaders and Task Leaders, therefore the most up-to-date version has been re-submitted. Due to the confidential status, it is not possible to provide a link to the report.

2.4 PROJECT MILESTONES

Despite several delays in delivering deliverables mentioned above, **all six (6) of the eleven (11) milestones have been achieved in the first half of the project** and the remaining five (5) are expected to be reached by the end of the project. Details of the milestones achieved up to February 2023 (M18) are presented in the table below.

Table 4 List of INDEED milestones achieved in the period M1-M18 (September 2021-February 2023)

No	Milestone name	Related WPs	Due date (in month)	Achieved in Month	Means of verification	Status
MS1	Project start.	all	M1 (September 2021)	M1 (September 2021)	Kick-off meeting successfully organised.	Achieved
MS2	Scientific and empirical framework finalised and handed over to WP3.	WP1 WP2	M11 (July 2022) M10 (June 2022)	M12 (August 2022) M11 (July 2022)	Deliverables D1.2 and D2.4.	Achieved
MS3	Radicalisation factors and pathways leading to radicalisation and factors strengthening resilience to radicalisation collected.	WP1	M12 (August 2022)	M14 (October 2022)	D1.3 Repository of studies on risk and protective factors.	Achieved
MS4	Relevant practitioners identified; SMART HUB created.	WP2	M10 (June 2022)	M10 (June 2022)	SMART Hub created with at least 27 practitioner organisations by M10.	Achieved



MS5	Universal Evidence-based Evaluation Model (EBEM) for radicalisation prevention and mitigation developed.	WP3	M17 (January 2023)	M18 (February 2022)	EBEM is verified and accepted by practitioners and policy makers (D3.1).	Achieved
MS 10	Gender, Ethical and Legal and Social Guidelines created.	WP6	M3 (November 2021)	M3 (November 2022)	D6.1 GELS Guidelines.	Achieved

2.5 GANTT CHART

In the period until February 2023, **the Gantt presented below was updated by the Project Management Office on regular basis** and this was due to the changes indicated in the earlier points in the report. The GANTT chart shows the duration of individual tasks within the work packages marked in grey, the time of submission of deliverables according to DoA (♦), delayed deliverables marked in red (♦), pending reports in yellow (♦) and re-submitted in blue (♦). Milestones are also shown as a triangle (▲). Overall, the project has no critical delays, makes progress and delivers results as planned.

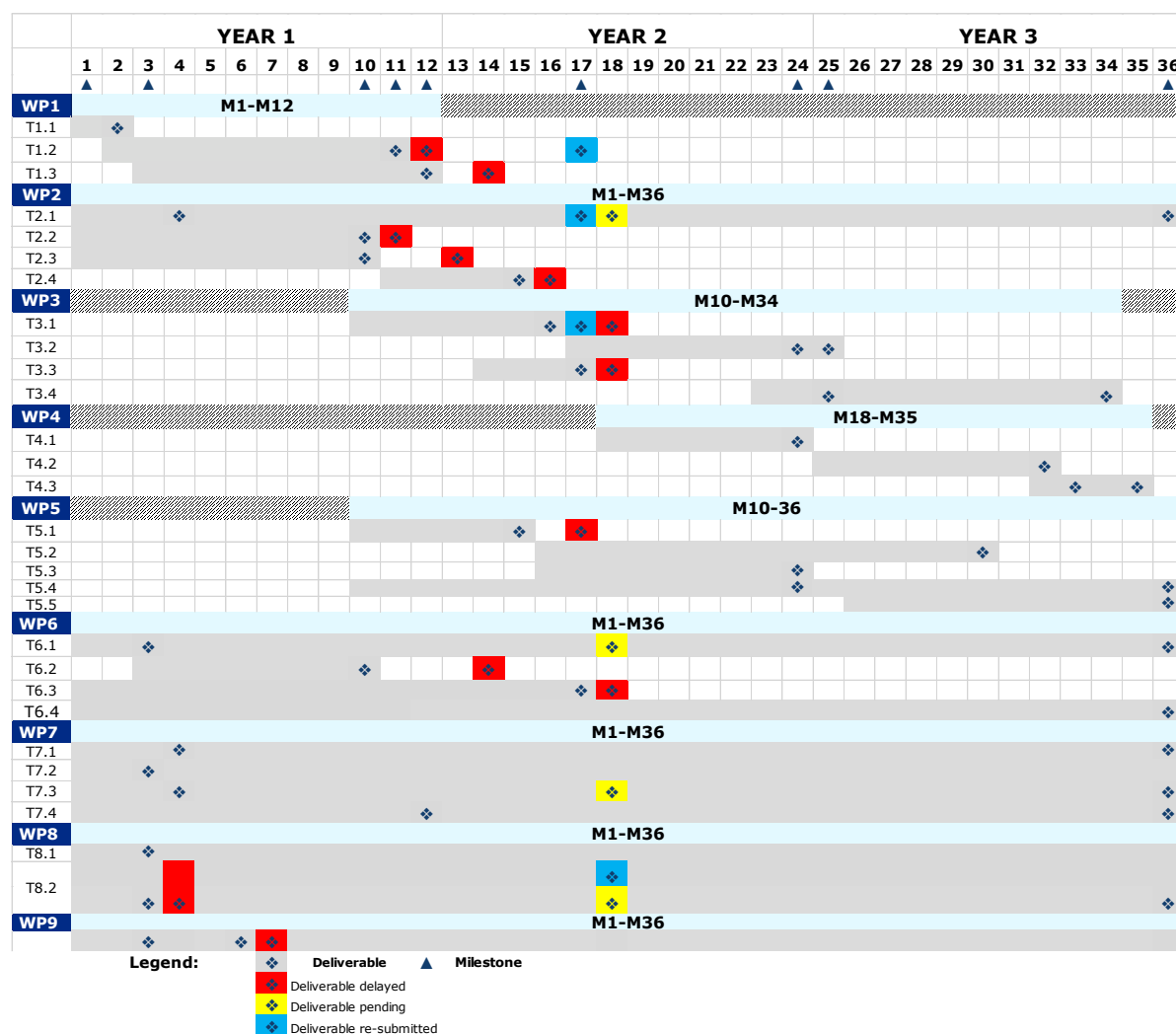


Figure 3 INDEED updated Gantt chart

2.6 MANAGEMENT, ADMINISTRATION AND FINANCIAL TASKS

For the purpose of appropriate project management and in accordance with the Document of Action, in November 2021 (M3) the D8.1 Project Management Guidebook was created. According to this document, the following project structure has been implemented:

- The Project Coordinator (PC);
- The Project Management Office (PMO) including the Project Manager (PM);
- Work Package Leaders (WPL);
- Task Leaders (TL);
- The Exploitation and Innovation Manager (EiM);
- The Communication and Dissemination Manager (CDM);
- The Project Security Officer (PSO);
- External Advisory Boards (AB);
- External Stakeholders including SMART Hubs.



Figure 4 INDEED Management structure

Going further, the Project Management Guidebook also indicated other aspects related to management, which were implemented in accordance with the proposed roles, standards and procedures.

1. **Project Coordinator (PC)** was responsible for managing the overall coordination of the project, especially the technical and financial aspects. The PC worked closely with the Project Manager and PMO who managed the day-to day-activities and supportive matters related to administration and the management procedures.
2. **The Project Management Office (PMO)** led by the Project Manager, was set-up to support and assist the work of the Project Coordinator. During the first reporting period, PM and PMO was engaged with daily activities and was the point of contact concerning the project's administrative and logistical matters. The PMO was also engaging with partners regularly to follow WP progress and assist, where possible, with matters that require attention – especially topics related to the overall concept and objectives of INDEED (e.g., the status update on the project has been sent out every two months by e-mail).

The responsibilities of the PMO included the financial management, performance monitoring, reporting, Partners liaison and the interaction between the consortium and the European Commission. Project Manager remained in constant contact with the EC Project Officer regarding any delays in submitting deliverables or any other issues requiring the opinion of the PO.

3. **The Work Package Leaders** worked with the Task Leaders (responsible for individual tasks within the Work Packages) overseeing and defining the detailed required actions. In the first half of the project, ten (10) Work Package Leaders meetings were organised. In addition, each WP Leader was responsible for WP risk management and they have updated the D8.3 Risk Management Plan twice since its submission in November 2021 (M3). Work Package Leaders also held regular meetings with Partners involved in their activities and were in constant contact with the Project Coordinator, Project Manager and PMO.
4. **Consortium:** There have been no changes in the consortium apart from minor personnel updates. The Project Management Office updated the list of contacts, access to mailing lists and the project repository each time. The risk of conflicts or even withdraw from the consortium identified in D8.3 Initial Risk Management Plan did not occur.
5. **Advisory Boards:** INDEED's three Advisory Boards were set up - the Scientific, Ethical and Legal and the Security Advisory Board. During the first reporting period, there were changes in the composition of ABs. Currently there are four (4) Members of the Scientific Advisory Board, two (2) Ethical and Legal Advisory Board Members and two (2) Security Advisory Board Representatives. The updated composition of AB Members is available on the INDEED website under [About tab](#).
6. **Security Officer.** During the first reporting period, there was no need to ask for a Security Officer advice on security concerns.
7. **Internal communication.** The following forms of internal communication were implemented:
 - Regular consortium face-to-face meetings; at least once a year (General Assembly); bi-monthly online meetings (General Assembly); monthly WP Leaders meetings, Face-to-face group meetings; ad-hock meetings when needed;
 - Access to an on-line communication and file sharing platform dedicated to the INDEED project - Microsoft Teams;
 - Written internal progress summaries every two (2) months;
 - Regular contact between the Project Manager and Project Management Office, the WP Leaders and other partners;
 - Regular e-mail correspondence;
 - Deliverables review process implemented;
 - Task Force meetings (for specific tasks).
8. **Selected meetings related to management.** In the period up to February 2023, the following cyclical or one-off meetings related to project management were organised. They have been presented in the table below. After each meeting, the key points discussed were summarised and documented in meeting minutes, which were distributed among Partners and stored in the TEAMS project repository.

Table 5 INDEED selected meetings

Meeting Type	When	Where	Form at	Frequency	Goal
Kick-off meeting	September 2021 (M1)	Warsaw, Poland	Hybrid	• Once.	• To start the project.



General Assembly	September 2021 (M1)	Warsaw, Poland	Hybrid	• Online: Every two months with some exceptions (summer break, Christmas break); • F2F: once per year.	• To exchange with all Partners and keep all up-to date about progress and the timeline; to present the results; to highlight and coordinate ongoing and future activities; to provide a space to ask questions and bring up important topics; to plan further meetings.
	December 2021 (M4)	TEAMS	Online		
	March 2022 (M7)				
	May 2022 (M9)				
	July 2022 (M11)				
	October 2022 (M14)	Cluj-Napoca, Romania	Hybrid		
January 2023 (M17)	TEAMS	Online			
WP Leaders meeting	Beginning of November 2021	TEAMS	Online	• Monthly, however, in the month in which GA takes place, WP Leaders meetings are not organised.	• To discuss progress; to monitor and coordinate ongoing and future tasks; to discuss challenges, to mitigate risks etc.
	End of November 2021				
	January 2022				
	February 2022				
	April2 2022				
	June 2022				
	Beginning of September 2022				
	End of September 2022				
November 2022					
February 2023					
Advisory Board Meetings	November 2021	TEAMS	Online	• AB members were invited to all GAs and could took part in meetings organised as part of individual WPs/tasks.	• To establish cooperation and plan involvement of Advisory Board Members.
Financial Meeting	December 2021 (M4)	Teams	Online	• According to the need.	• To introduce the financial structures and procedures; to provide basic information on cost reporting and general costs eligibility rules; to answer all Partners questions; to introduce internal financial monitoring.
WP2 ad-hoc working meeting	February 2022 (M6)	Warsaw, Poland	Face-to-face	• According to the need.	• To speed up the finalisation of the concept and to mitigate further delays; to determine the next steps for launching SMART Hubs.



Mid-term review meeting and rehearsal	March 2023 (M19)*	Brussels, Belgium	Face-to-face	<ul style="list-style-type: none">• Half of the project.	<ul style="list-style-type: none">• To evaluate the achievements and overall progress of the first 18 months of the project with the EC Project Officer and external reviewers.
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9. **E-mail correspondence** was conducted in accordance with the guidelines described in the Project Management Handbook, i.e., using dedicated mailing lists, always with the "INDEED" in the title of the e-mail.
10. **TEAMS Repository.** The Microsoft Teams environment has been created by the Project Coordinator and made available to all Partners to have a common place to store project materials, share them, work together on the documents and facilitate efficient internal communication.
11. **Internal financial monitoring.** At the beginning of the project, a financial meeting was held to introduce the structures and procedures. Basic information on cost reporting and general rules for cost eligibility were presented. It was agreed to internally monitor the partner's budget every six months. For this purpose, dedicated Google sheet with individual login and password was created for each consortium partner.
12. **Mid-term review organisation and preparation process.** The Project Management Office has organised the agenda for the mid-term review meeting to be held on 16th March 2023 in Brussels and has planned all the tasks that Partners should complete in advance. To meet the quality standards, a rehearsal meeting will be held the day before the mid-term review.

2.7 COMMUNICATION, DISSEMINATION AND EXPLOITATION

All activities related to Communication and Dissemination by the middle of the project (until February 2023) were described in detail in deliverable **D7.5 Intermediate Dissemination Report**, prepared by Deep Blue - INDEED C&D Manager. The report is publicly available on the INDEED website.

Within the first reporting period, deliverable **D7.7 Initial Exploitation Plan** was created. This document identifies and describes the project's usable results and the paths for their exploitation after the INDEED is completed. It also identifies the target groups of these activities, which is an important part of proper exploitation planning. The report also serves to familiarise partners with the nature of exploitation and to raise their awareness in this area. Furthermore, an INDEED Exploitation Guide leaflet was also created in order to explain what exploitation is, and how it differentiates from communication and dissemination within the INDEED project. The leaflet was distributed to all partners during the 5th General Assembly in Cluj-Napoca, Romania and also, it is available on the project website under Result tab and Dissemination Materials sub-tab [here](#) and below. Further details of the exploitation of the project results will be developed in the second half of the project.





Figure 5 INDEED Exploitation Guide



Figure 6 INDEED General Assemblies



Figure 7 INDEED meetings



3 CONCLUSIONS

During the 5th General Assembly, organised in Cluj-Napoca in October 2022 (M14), an evaluation and lessons learnt identified from Year 1 of the project implementation session was held. The session focused on highlighting the project's strengths, weaknesses and possible solutions. Consortium partners appreciated, among others, the project's topics which was named as unique and relevant, multisectoral and multidisciplinary cooperation, participatory approach, SMART Hubs idea and benefits their bring.

The management strengths identified by the partners included:

- "Superb management and creation of a partnership-based approach";
- Dynamic leadership;
- Great WP leaders Team;
- Team spirit;
- Good working relationships among partners;
- Efficient coordination at the project and at the WPs level;
- Regular communication and keeping up with what's going on/ Regular follow up;
- Strong knowledgeable partners;
- Stick to the project timeline;
- Democratic approach in project management;
- Accurate financial planning and monitoring;
- Room for partners contributions and input;
- Respectful and productive interaction between partners;
- Quality and applicability of outcomes and deliverables;
- Several milestones achieved with success".

Among the weaknesses, the Partners pointed to temporary problems with TEAMS repository, sometimes too intensive e-mail exchange, they also emphasised the need to involve more practitioners from the consortium and members of the Advisory Boards. Some Partners mentioned the accumulation of deliverables at the same time, which involved more work and time pressure to contribute or review them. An important point for all partners was to pay more attention to implementing SMART Hubs in a more structured and planned way.

All comments received from the session which concerned the project management and other related-topics are taken into account by the Coordinator, Work Package Leaders, Tasks Leaders and all Partners in order to achieve the intended goals of the project and to develop practical results for further use at the end.



Figure 8 Evaluation session outcomes; 5th General Assembly in Cluj-Napoca