



# INDEED

Evidence - Based Model for Evaluation of  
Radicalisation Prevention and Mitigation

## Deliverable No. 2.1

### D2.1 SMART Hub Roadmap

December 2021 (M4)

**Author: Arif Sahar (CENTRIC)**

#### Abstract:

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





## Information table

<b>Project Acronym</b>	INDEED
<b>Deliverable Number</b>	D2.1
<b>Deliverable Title</b>	SMART Hub Roadmap
<b>Version</b>	1.0
<b>Status</b>	Version Submitted to EC
<b>Responsible Partner</b>	CENTRIC
<b>Main authors</b>	Arif Sahar (CENTRIC)
<b>Contractual Date of Delivery</b>	31.12.2021
<b>Type</b>	Report (R)
<b>Actual Date of Delivery</b>	31.12.2021
<b>Dissemination Level</b>	PU – Public

*This document reflects only the author's views and not that of the Research Executive Agency. The Research Executive Agency is equally not responsible for any use that may be made of the information contained in this document. This document may not be reproduced or copied without permission. © Copyright in this document remains vested in the Project Partners.*





## Document history

Version Number	Date	Status	Author	Description
0.1	3.12.21	Draft	Arif Sahar (CENTRIC)	Initial Draft
0.2	4.12.21	Draft	Arif Sahar (CENTRIC)	Revised the first draft
0.3	5.12.21	Draft	Babak Akhgar (CENTRIC)	Reviewed the first draft
0.4	8-13.12.21	First version	WP2 Partners	Partners 1 <sup>st</sup> review and input
0.5	16-17.12.21	Draft	Alice Raven (CENTRIC); Arif Sahar (CENTRIC)	Addressed review feedback
0.6	20-23.12.21	Second version	WP2 Partners	Partners 2 <sup>nd</sup> review and input
0.7	27.12.2021	WP2 Partners accepted	Arif Sahar (CENTRIC)	Addressed review feedback
0.8	30-31.12.2021	PC and PMO accepted	Marzena Kordaczuk-Was (PPHS); Natalia Jarmuzek-Troczynska (PPHS)	Final review
1.0	31.12.2021	Submitted to EC	Marzena Kordaczuk-Was (PPHS); Natalia Jarmuzek-Troczynska (PPHS).	Final approval and submission





## List of contents

<b>1 INDEED PROJECT OVERVIEW .....</b>	<b>7</b>
1.1 WP2 OVERVIEW .....	7
<b>2 EXECUTIVE SUMMARY.....</b>	<b>9</b>
<b>3 PART 1: STAKEHOLDER IDENTIFICATION, INVOLVEMENT AND ENGAGEMENT ....</b>	<b>11</b>
3.1 INTRODUCTION .....	11
3.2 STAKEHOLDER COLLECTION .....	12
3.2.1 INDEED TARGET PARTICIPATION GROUPS .....	12
3.3 STAKEHOLDER COLLECTION PROCESS .....	13
3.3.1 DATA COLLECTION .....	13
3.3.2 SOURCES FOR DATA COLLECTION .....	14
3.4 STAKEHOLDER INVOLVEMENT ROADMAP .....	15
3.4.1 DEFINITION OF INVOLVEMENT ROADMAP.....	15
3.4.2 INVOLVEMENT BY STAKEHOLDERS .....	15
3.5 STAKEHOLDER ENGAGEMENT STRATEGY .....	22
3.5.1 DEFINITION AND MAIN PRINCIPLES .....	22
3.5.2 ENGAGEMENT BY STAKEHOLDER GROUPS .....	23
3.6 GENERAL CONSIDERATIONS, RISKS AND MITIGATION MEASURES .....	24
<b>4 PART 2: INDEED SMART HUBS ESTABLISHMENT.....</b>	<b>25</b>
4.1 INTRODUCTION .....	25
4.2 SMART HUBS CONCEPT AND RATIONALE .....	26
4.3 SMART HUBS' GOALS .....	26
4.4 SMART HUBS STRUCTURE.....	27
4.4.1 SECTOR HUBS .....	27
4.4.2 GEOGRAPHIC HUBS.....	28
4.4.3 ITERATED APPROACH .....	29
4.4.4 FORMATION AND OPERATIONALISATION OF SMART HUBS .....	30
4.5 SMART HUBS SELECTION CRITERIA.....	31
4.6 INCLUSION OF SMART HUBS MEMBERS .....	31
4.6.1 APPLICATION PROCEDURE .....	31
4.7 SMART HUBS ENGAGEMENT STRATEGY .....	32
4.7.1 OVERSIGHT OF SMART HUBS COORDINATION .....	33
4.7.2 ENGAGEMENT ETHICS .....	33
4.7.3 MONITORING AND EVALUATION OF SMART HUBS ENGAGEMENT .....	34
<b>5 CONCLUSIONS .....</b>	<b>35</b>
<b>6 REFERENCES .....</b>	<b>36</b>
<b><u>ANNEX 1</u></b>	
<b>1 INSTRUCTIONS FOR STAKEHOLDER IDENTIFICATION AND COLLECTION.....</b>	<b>38</b>
1.1.1 WHY THE STAKEHOLDERS ARE IDENTIFIED/COLLECTED? .....	38
1.1.2 WHICH STAKEHOLDERS ARE WE LOOKING FOR? .....	38
1.1.3 WHAT ARE THE INCLUSION CRITERIA? .....	38
1.1.4 WHAT DATA IS COLLECTED? .....	39
1.1.5 HOW IS DATA COLLECTED? .....	39
1.1.6 TIMELINE .....	39





## List of Figures

Figure 1 An illustration of the sequential logic of D2.1 .....11

Figure 2 INDEED’s target groups (stakeholders) .....12

Figure 3 Data Collection Instrument Example- Policy makers .....14

Figure 4 INDEED Stakeholder Involvement Roadmap.....16

Figure 5 An illustration of benefits of stakeholder involvement and engagement .....22

Figure 6 Short-and long-term stakeholder engagement strategy.....23

Figure 7 An illustration of Sector Hubs .....28

Figure 8 An illustration of geographic hubs. ....29

Figure 9 An illustration of iterated approach.....30

Figure 10 An illustration of the sequential logic for the operationalisation of SMART Hubs.....31

Figure 11 An illustration of the SMART Hubs engagement framework/model .....32

Figure 12 An illustration of the oversight of SMART Hubs coordination .....33

## List of tables

Table 1 Stakeholder involvement roadmap .....17

Table 2 An illustration of the establishment and engagement of SMART Hubs.....25

## List of Acronyms

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





# INDEED

Evidence-Based Model for Evaluation of  
Radicalisation Prevention and Mitigation

URL

Uniform Resource Locators

WP

Work Package





## 1 INDEED PROJECT OVERVIEW

---

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

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

The selected results of the project are:

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

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

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

### 1.1 WP2 OVERVIEW

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

The main objectives of the WP2 are:

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

---

<sup>1</sup> The INDEED project defines and uses INITIATIVES as policies and strategies, long term comprehensive programmes, short term actions and ad-hoc interventions.





2. Identify gaps in the current designing, planning, implementation and evaluation of policies, strategies, programmes, actions and interventions in use by SMART Hub practitioners - to advance the state of the art in PVE/CVE/ and De-radicalisation /and other security threat preventive measures.
3. Synthesise findings and establish a baseline of core needs, gaps and potential solutions defined by practitioners and policy makers; enabling the development of the next generation of PVE / CVE and De-radicalisation methods.
4. Gather requirements for the most desirable and feasible training and evaluation tools to be developed through the INDEED project; ensuring that the project's outputs are bespoke to the needs of practitioners and policy makers. The results obtained in WP2, coupled with WP1 will be used to develop the EBEM and EBEM-based Evaluation Tool (WP3), conduct evidence-based evaluations (WP4) and the design of training activities (WP5).

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





## 2 EXECUTIVE SUMMARY

---

D2.1 concerns the development of the SMART Hub roadmap, being a practical, consortium facing guide to support the INDEED research activities. Specifically, it will establish the framework for engaging with the relevant stakeholders (including first line practitioners and policy makers) and defining their involvement throughout the project, whilst mapping a network of SMART Hubs that will inform the basis of the interdisciplinary and participatory engagement throughout the project. The stakeholders will benefit from this engagement immensely. They will have an opportunity to discuss their needs and requirements, build a network of diverse stakeholders, gain visibility, and be part of the design and development of specific results including EBEM, EBEM-based Evaluation Tool, toolkit they will use in tackling a specific problem in their day-to-day activities. The stakeholders will engage with the project in multiple ways such as workshops, group discussions, interviews, surveys, and other dissemination activities. The project partners will facilitate this engagement by providing the necessary logistics including event venue, accommodation, and travel assistance to avoid adding to stakeholders' workload or financial commitments.

This SMART Hub roadmap will therefore identify how first line practitioners and policy maker experts which have relevant expertise in the areas of Preventing Violent Extremism (PVE), Countering Violent Extremism (CVE), De-radicalisation will be continually involved and engaged throughout the project using a co-creation approach. This deliverable will therefore form the framework for informing how the SMART Hubs will be engaged within the project's research, beyond WP2.

The SMART Hub Roadmap is divided into two main parts:

**Part 1** outlines the methodology used to collect the stakeholders that will engage in the project at different phases and in different activities. Once the stakeholders have been identified, this Part will also detail the stakeholder involvement roadmap and engagement strategy which will define how the stakeholders will interact with the project throughout its lifetime. Included will be the definition of key concepts, principles and any potential risks and mitigation measures.

**Part 2** details the concept, rationale, and goals for the establishment of the INDEED Network of SMART Hubs. It then discusses the structure of the SMART Hubs, which are divided into three categories to cluster the stakeholders by sector, geography and through a combination of both. This will provide the basis for outlining how the SMART Hubs will be implemented throughout the project and the benefits this will bring to the longevity of the project outcomes and impacts within the PVE/CVE and De-radicalisation field.

**This deliverable draws on several H2020 projects.**

- The **PROPHETS**<sup>2</sup> project looks at redefining new methods to prevent, investigate and mitigate cybercriminal behaviours through the development of a coherent, EU-wide, adaptive SECURITY MODEL, built upon the interplay of the human factors within the new cyber ecosystem;
- The **MINDb4ACT**<sup>3</sup> project seeks to contribute to the improvement of the current counter-violent extremism policies and the generation of new ones exploring new insights and connecting to LEAs through collaboration ecosystems (innovative, open, participatory, user-centred environments);

---

<sup>2</sup> Entitled "Preventing Radicalisation Online through the Proliferation of Harmonised ToolkitS" Grant No: 786894.

<sup>3</sup> Entitled "Mapping, Identifying and Developing skills and opportunities in operating environments to co-create innovative, ethical and effective ACTIONS to tackle radicalisation leading to violent extremism" - Grant No:1374909.





- The **PERCEPTIONS**<sup>4</sup> project aims 1) identify narratives, images and perceptions of Europe held by migrants and people who intend to migrate, (2) investigate how different narratives could lead to problems due to a mismatch of expectation and reality, to migrants and even to national security; and (3) create toolkits of creative and innovative measures to react or even counteract on distorted information, considering social, societal and structural aspects;
- The **MIICT**<sup>5</sup> project seeks to map out challenges and complexities surrounding migration integration into host communities and provide technological toolkits for the migrants to help them access local services including employment, education, and health.

These projects would benefit INDEED in multiple forms by delivering outputs that are embedded in validated results obtained from different kinds of interventions (e.g. research actions, exchanges among LEAs, strategic-policy exercises, training courses, pilot projects) within the EU Member States. The combination of these projects would also highlight and map out contributions from technology industry, social innovation and civic engagement schemes that are aimed at improving various public policies and interventions to enhance societal security and cohesion within the EU Member States such as tackling radicalisation and terrorism. Also, drawing on the findings of these projects, INDEED will highlight best practices that exist but are mostly fragmented and remain unused by practitioners and policy makers in a joint and collaborative manner.

Overall, this deliverable will play a fundamental role in achieving the project phases 'Identify' and 'Involve'. Specifically, the Smart Hubs will:

- **Ensure that relevant practitioners and policy makers are 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 toolkit with integrated results) they will use; provide nuanced opportunities for directing the scientific and empirical research priorities.**

This will create the foundation for delivering novel toolkit (Innovate), trialling the project outcomes (Implement) and training practitioners and policy makers to improve the capabilities and capacities of combatting violent extremism and radicalisation (Impact), and strengthen the capacity to implement effective evaluations and develop an improved evidence-based design of PVE/CVE and De-radicalisation initiatives.

---

<sup>4</sup> Entitled "Understand the impact of novel technologies, social media, and perceptions in countries abroad on migration flows and the security of the EU & provide validated counter approaches, tools and practices" - Grant No: 833870.

<sup>5</sup> Entitled "ICT enabled public services for migration" - Grant No: 822380.





## 3 PART 1: STAKEHOLDER IDENTIFICATION, INVOLVEMENT AND ENGAGEMENT

### 3.1 INTRODUCTION

To effectively achieve the development and delivery of evidence-based approaches to strengthen PVE/ CVE/ and De-radicalisation efforts amongst first line practitioners and policy makers, INDEED emphasises the importance of a real multi-agency, multi-stakeholder, multi-/interdisciplinary approach. This multi-stakeholder collaboration will bring together a wide range of stakeholders, will mitigate mistrust in institutions, encourage exchange between them and increase trust in the process and in the project. By drawing upon the experience and expertise of such individuals or organisations, the project will be able to utilise available knowledge and identify good practices and existing gaps within current approaches. Simultaneously, **this collaborative approach also ensures that the stakeholders have a direct involvement in the production of the evidence-based research and evaluations.** To achieve this requires a coherent stakeholder identification, involvement, and engagement process that is essential in ensuring that the INDEED solutions are representative and directly meet the needs of PVE/CVE/ and De-radicalisation experts across Europe.

The purpose of this section can be divided into two key areas. The first is to determine the target participation groups for the INDEED project and outline the process of how specific individuals or organisations have been identified. This involves the detailing of the steps and procedures of the **stakeholder identification process**, which were used by the project consortium members to identify the relevant stakeholders to involve and engage within the project. This includes the data collection, inclusion/exclusion strategy and data analysis. Second, the **stakeholder involvement roadmap and engagement strategy** will be defined to inform the project partners of how the identified stakeholders will be involved and engaged through the INDEED research activities.

It is worth highlighting that the process of collecting and identifying stakeholders is a continuous process and will be carried out throughout the project's lifetime. Additionally, D2.1 is supposed to map out stakeholders, but did not assume to identify stakeholders at this stage. The framework developed within D2.1 follows the following sequential logic:

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



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



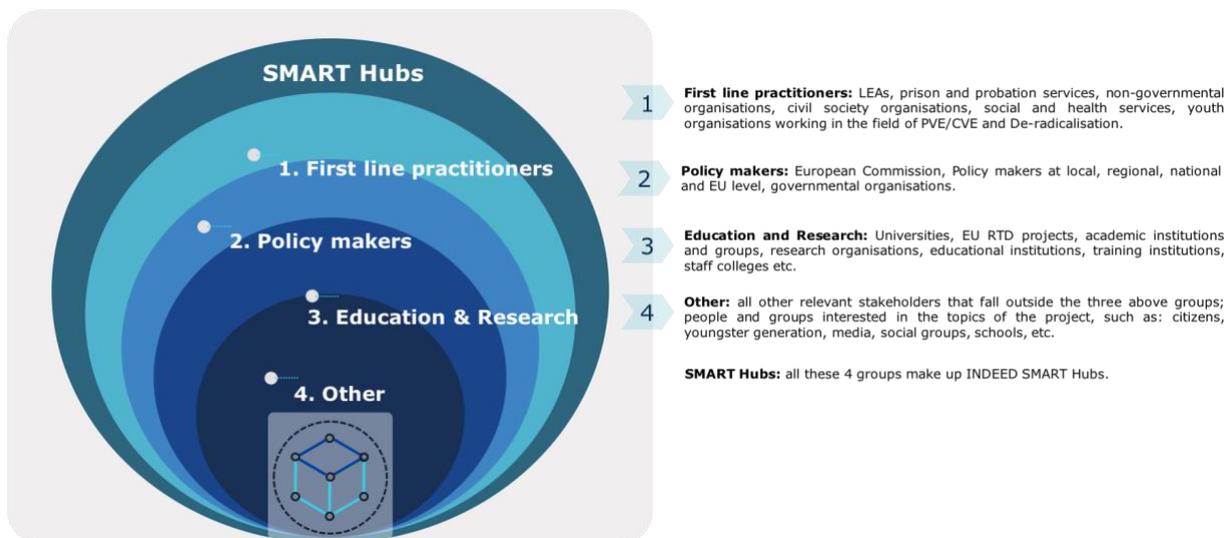
## 3.2 STAKEHOLDER COLLECTION

T2.1 began by mapping out and collecting relevant stakeholders that will form the foundation for the establishment of a network of SMART Hubs. The following sub-sections provide a step-by-step guidance on the processes and procedures of collecting stakeholders.

### 3.2.1 INDEED TARGET PARTICIPATION GROUPS

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

Figure 2 INDEED's target groups (stakeholders) working in the field of PVE/CVE and De-radicalisation



- **First line Practitioners** – This category includes first line practitioners from Law Enforcement Agencies, prison and probation services, non-governmental organisations (NGOs), civil society organisations (CSOs), social and health services, youth organisations.
- **Policy makers** – This category comprises policy makers including local, regional, and national authorities, and governmental organisations.
- **Education and Research:** This category includes universities, think-tanks, academic intuitions, research organisations, educational institutions, training institutions, staff college, etc.



- **Other** - This group includes all other relevant stakeholders that fall outside the above three groups; people and groups interested in the topics of the project such as citizens and youngsters' organisations, media, social groups, and schools.

Combined, this cohort of target participation groups provides INDEED with varying clusters and strands of stakeholders to identify and later engage with through the research activities. With this in mind, it is necessary to include and map out stakeholders from across Europe, from local, regional, national and EU levels to ensure the results are representative but also increase their repeatability.

### 3.3 STAKEHOLDER COLLECTION PROCESS

With the specific target participation groups identified, a **stakeholder collection process** was designed to support the INDEED consortium in determining and building stakeholder groups within their country. The consortium partners are building on their existing networks of practitioner and implementing partners, with trust and synergy already established and with a degree of flexibility. This helped and will help the consortium partners to collect the most relevant stakeholders for the project. Furthermore, the partners were chosen to build a wide-covering geographic spread of stakeholders across Europe, that will be expanded as the project unfolds.

Each of the involved partners were tasked with developing a comprehensive list of PVE/CVE/ and De-radicalisation stakeholders which were representative of their country, and potentially beyond their own country. Combined, the input from the partners aims to build a multinational collection of stakeholder groups which can then be utilised and engaged with throughout the project's empirical research activities as well as validation and utilisation of project's results. This section outlines the stakeholder collection processes, steps, and tools used, followed by a detailed involvement roadmap and engagement strategy in the next section.

#### 3.3.1 DATA COLLECTION

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

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

This was mirrored for each of the target participation groups (outlined in 3.2.1): first line practitioners; policy makers; education and research stakeholders; and other groups as described above. Specifically, the descriptions provided for the project's stakeholder groups above were given for each group to ensure that the partners were cohesive in their identification process.

Figure 3 below provides an example of the data collection instrument for the policy makers target participation group. A more detailed version of the instrument can be found attached (Annex 2), which will be submitted with this deliverable separately, as an integrated Excel spreadsheet.





This file will also be easily accessible to Partners by uploading it in the project TEAMS repository in the WP2 folder.

Figure 3 Data Collection Instrument Example- Policy makers

T2.1 Identification of key practitioners, policy makers, stakeholders and creation of the involvement roadmap to establish SMART Hubs: Policy makers							
Institution in English and (national language)	Global/EU/regional/national/local	Country	Uni/Sub-Unit (if applicable)	Description (Expertise / Field)	E-Mail	Website	Street

The data collection instrument was an essential tool in ensuring that the partners were working on the same document, which supports the harmonisation of the inputs. It also ensured that the partners were given detailed guidance on the processes and steps of data collection (Annexes 1 & 2) through a step-by-step guide on what information is required and how to fill out the template for each perspective stakeholder group. It is important to note that during the stakeholder collection processes, no personal data was collected and included in the Excel spreadsheet.

### 3.3.1.1 Inclusion/Exclusion Criteria

To accompany the data collection instrument, ensuring that a clear inclusion/exclusion criterion was established was essential for the harmonisation of the stakeholder identification and selection processes. This would also ensure that the stakeholders selected were most relevant to INDEED and would provide enriched insights and inputs to the project, specifically but not exclusively in the evaluation and design of PVE/CVE and De-radicalisation initiatives. The inclusion/exclusion criteria were based on three main criteria: (1) **areas of expertise and experience**; (2) **relevance of the experts' background to the project's users' needs** in the field of radicalisation, violent extremism, security-related sectors; (3) **interest in taking up the INDEED project's outputs**. To audit the inclusion/exclusion decisions made throughout the selection process, the data collection template had a dedicated space for partners to provide their rationale for why a specific stakeholder was selected. These selection criteria were applied to widen the participation spectrum to create multi-disciplinarity of the widest possible benefit and the most relevant pool of stakeholders to enhance the quality of stakeholders' involvement and engagement with the project.

### 3.3.2 SOURCES FOR DATA COLLECTION

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





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

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

## 3.4 STAKEHOLDER INVOLVEMENT ROADMAP

### 3.4.1 DEFINITION OF INVOLVEMENT ROADMAP

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

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

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

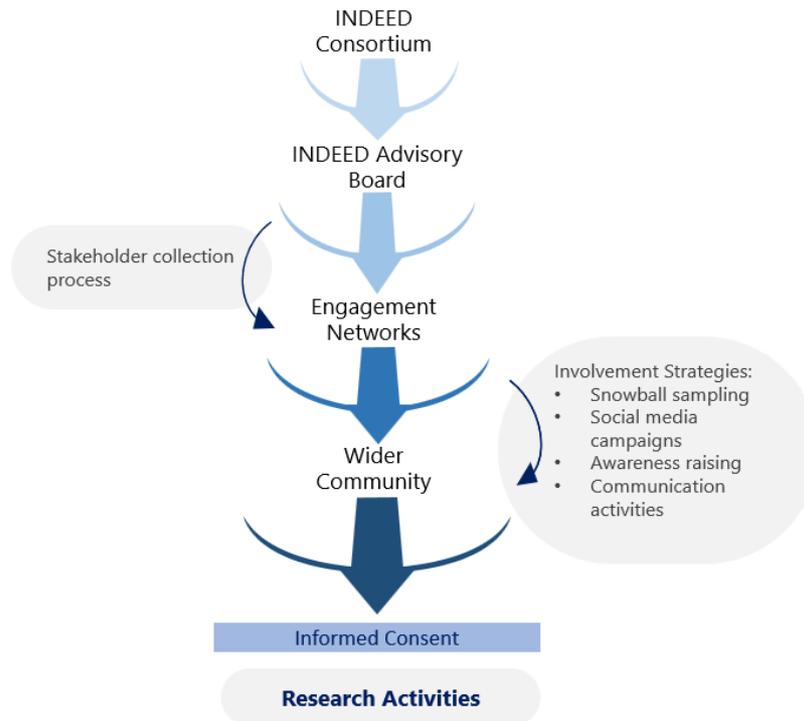
### 3.4.2 INVOLVEMENT BY STAKEHOLDERS

This section describes the steps and research activities and outreach work such as conferences, prototype tool presentations, networking events that consortium partners intend to undertake and involve each of the stakeholder groups. The involvement roadmap is visualised below, which indicates the pathway to be adopted to the consortium in involving the stakeholder groups throughout the project:





Figure 4 INDEED Stakeholder Involvement Roadmap



The stakeholder involvement is an iterated process, which throughout each stage expands the number of stakeholders reached through multiple channels. In considering the involvement of stakeholders and prior to their engagement in the project, the consortium must implement the following steps to ensure that the project is aligned with ethical and legal ringfences:

- Provide an **invitation letter** and **information sheet** which outlines the aims of INDEED, the methodology and what is expected of the stakeholders. This must also include details of the data controller, data processor, relevant contact details of the researcher and project coordinator, and detail how participants may opt out of the research before, during and after the activity has taken place;
- Provide an informed **consent form** which ensures the participants involvement is voluntary and they confirm their awareness of the project and research activity aims and outputs.

These documents are developed in detail within WP6: **Gender, Legal, Ethical, and Social Aspects**. The involvement of the stakeholders will stretch across a number of research activities within the project, as exemplified by the following table:

Table 1 Stakeholder involvement roadmap

Stakeholders	Research activities	Involvement/ Contexts	Expectations	Timeframe
<b>First line practitioners, policy makers, Education and Research Stakeholders, Others</b>	T1.2 Forum to build knowledge on the use of evaluation approaches, methods, and tools	The stakeholders will be involved in a Research Forum (meeting) with academic experts from across various disciplines as well as former staff of EU-funded projects relating to radicalisation to build knowledge on the use of evaluation approaches, methods, and tools.	The stakeholders will contribute to the development of new knowledge through their participation in a Forum engaging in group discussions, answering specific questions, etc.	M9, F2F; hybrid
	T2.2: Workshop to conduct a gap analysis	The stakeholders will be involved in a workshop to explore which initiatives are currently implemented and how they are evaluated; 2) what would be the ideal outcomes from their initiatives; and 3) what are the potential barriers and limitations.	The stakeholders are expected to contribute to the workshop by answering questions, engaging in discussions, analysing/ validating findings.	M8, F2F; hybrid
	T2.3: Ice-breaker workshop	Stakeholders will be involved in a workshop of reflection on the field: what needs to change, what are their needs, what are sensitive area identified in the field/work.	The stakeholders are expected to contribute by preparing initial research on PVE/CVE implementation, attitudes and perceptions to these projects.	M8, F2F, hybrid
	T2.4: "Case studies" workshops	Stakeholders will be involved in a workshop where they work with case-studies of PVE/CVE evaluation projects and possibilities of implementation.	Participate and understand best practices of evaluation and how they work best.	M8, F2F, hybrid



T2.5: Consultation meetings	Stakeholders are involved in "consultations", where they can ask for feedback/review from other practitioners, confidential "peer-review".	Participation and input.	M5-M10
T3.1: Verification of the designed EBEM	The Evidence-Based Evaluation model designed in T3.1 will be verified by selected INDEED stakeholder. All collected comments and remarks will be analysed, assessed and reflected in the verified EBEM.	Participation and input.	M14-M16
T3.3: Creation of professional e-Guidebook for designing, planning, implementation and evaluation of PVE / CVE / De-radicalisation initiatives	Considering co-design approach, stakeholders' needs in evaluation will be identified through interviews/workshops and other Smart Hubs meetings. The guidebooks will be presented to stakeholders (for dissemination purpose).	Identification of the needs to better understand what content/format of the e-guidebooks is more interesting for practitioners.	M14-17
T3.4: Refining the EBEM model and the tool	The stakeholders will be involved in testing and validation of the EBEM-based evaluation tool.	The stakeholders are expected to test and provide feedback to the WP3 team on the usage and vulnerabilities of the tool.	M23-33
T4.1: Mapping and selection of PVE / CVE / De-radicalisation initiatives for further evidence-based evaluation	This task includes an open call across Europe, for PVE / CVE / De-radicalisation initiatives to be submitted for evaluation.	The stakeholders are expected to respond to the open call and submit their initiatives, including all necessary information, for evaluation with the EBEM-based Evaluation Tool (WP3).	M18-M24





<p>T4.2: Conducting evidence-based evaluation of PVE / CVE / De-radicalisation initiatives</p>	<p>This task includes the actual evaluation of all PVE / CVE / De-radicalisation initiatives submitted for evaluation.</p>	<p>The stakeholders involved in each initiative are expected to be in close contact with the consortium partners in order to facilitate the evaluation and enrich with their input the relevant deliverable (D4.2 Evidence-based evaluation and data analysis report).</p>	<p>M25-M31</p>
<p>T4.3: Evidence-based practices, Lessons Learnt from the evaluation and Policy Recommendations</p>	<p>The stakeholders will be invited to a 2-day policy workshop on the results of T4.2 (Conducting evidence-based evaluation of PVE/CVE/De-radicalisation initiatives).</p>	<p>The stakeholders are expected to contribute to the workshop by answering questions, engaging in discussions, analysing/ validating findings.</p>	
<p>T5.1: User-based identification of training/learning needs, tools, requirements and standards for evaluation and design of PVE / CVE/ De-radicalisation initiatives</p>	<p>This task will involve the conduction of in-depth interviews (in-person/via an online platform) with at least 30 leading trainers and experts in the field to assess training, learning tools, needs and innovation opportunities in the domain of PVE / CVE and De-radicalisation. Additionally, all partner countries will carry out national level workshops with approximately 10 participants each (policy makers, first line practitioners and training institutions).</p>	<p>The stakeholders are expected to actively engage in both the interviews and national level seminars (i.e., answer questions, share experiences and know-how, participate in debates) in order to provide comprehensive and valuable insights to the identification of training/learning needs, tools, requirements, and standards for the evaluation and design of PVE / CVE and de-radicalisation initiatives. Such is expected to provide a holistic perspective of practitioners' needs, which will serve as a solid basis to the development of the remaining tasks on WP5.</p>	<p>M10 – M15</p>
<p>T5.2: Creation of knowledge products</p>	<p>The stakeholders will be invited to take part as either a speaker or participant in the development of video interviews,</p>	<p>The stakeholders will be expected to actively participate in the planning, delivery and implementation of the knowledge products.</p>	<p>M16-30</p>





webinars, podcast interviews and two forums.

T5.4: Refining the practical toolkit

The stakeholders will be involved in providing requirements and refining the developed toolkit.

The stakeholders will be in communication with the Toolkit implementers to provide their feedback and suggestions.

M10-M36

T5.5: Improving practice activities

Participation in a 2-day Policy Seminar (target group: PVE/CVE/De-radicalisation policy makers only).  
Participation in a 4-day in-person training on: Designing, Implementing and Utilising Effective Evaluation (2 days) and on Improving Design of Evidence-Based Practices (2 days). Two such editions are planned. (target group PVE / CVE / De-radicalisation first line practitioners dealing with the design and evaluation)  
4-day in-person "Train the Trainers" (ToT) courses on: Designing, Implementing and Utilising Effective Evaluation (2 days) and on Improving Design of Evidence-Based Practices (2 days). Target group: trainers from training agencies, NGOs, staff colleges, LEA training academies (essentially all people working in this field who can train other people later on).  
Participate in cascade trainings that are planned to be held in Poland, France, Belgium, Romania, Finland, Greece and Portugal.

The stakeholders will be expected to participate in the practitioner's events and encourage participation from within their organisations.

M26-M36





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

T6.2: Questionnaire on gender, legal ethical and social aspects	Participation in the questionnaire and empirical data collection. Participation in GELS session during the practitioners and policy makers workshop in T2.2.	The stakeholders will be expected to complete the questionnaire and attend/participate in the session providing inputs and comments.	M3-M10
T6.4: Impact assessment of INDEED results	This task involves a questionnaire and 5 online focus groups to collect opinions to evaluate the INDEED tools and outcomes.	The stakeholders will complete the questionnaires and attend one of the five online focus groups used to collect opinions and evaluations.	M1-M36
T7.3: Enhancing and increasing the impact and visibility of the project	This task includes all the relevant dissemination, communication and networking activities to enhance and increase INDEED's visibility and impact across the target practitioners' and policy makers' networks and communities.	The stakeholders will be involved in the main communication, dissemination and networking activities and the project results will be presented to them.	M1-M36
T7.4: Exploitation and sustainability activities	Relevant external stakeholders will be invited to take part in the tailored bilateral meetings and other activities that will be planned throughout these tasks to increase the use of project results and making the project sustainable with the support of stakeholders.	Stakeholders will be required to provide input to the meetings where necessary and raise awareness to the project amongst their engagement networks.	M12-M36





In building stakeholder involvement, emphasis will be placed on the mutual benefits which the stakeholders' involvement provides for the project and themselves. By involving and engaging with the project in a sustained way, the stakeholder groups will benefit in multiple ways. Equally, the project will benefit from this collaboration. The table below describes the some of the major [mutual] benefits that this collaboration will yield to:

Figure 5 An illustration of benefits of stakeholder involvement and engagement



## 3.5 STAKEHOLDER ENGAGEMENT STRATEGY

After the stakeholders have been collected and identified, they will engage with the project through different activities. The following section provides a general engagement strategy containing its main principles and processes to guide the consortium partners to utilise the strategy for the completion of their activities. However, it is important to highlight that this strategy provides the general steps, which can be utilised and molded by the partners based on the specific activity they are undertaking.

### 3.5.1 DEFINITION AND MAIN PRINCIPLES

The involvement (explained above) and engagement concepts share certain overlapping features, but this deliverable whilst defining involvement as the initial process of including stakeholders within the project network, defines engagement as a guideline aimed at **achieving the stakeholders' sustained support** to project activities and **uptake of results** within the project lifetime and beyond.

The INDEED project places significant emphasis upon the stakeholder engagement principles, defined clearly in the proposal and reiterated through project's meetings and consultations. The INDEED project ensures that the stakeholder engagement principles are strictly upheld by all the consortium members. The main principles include:



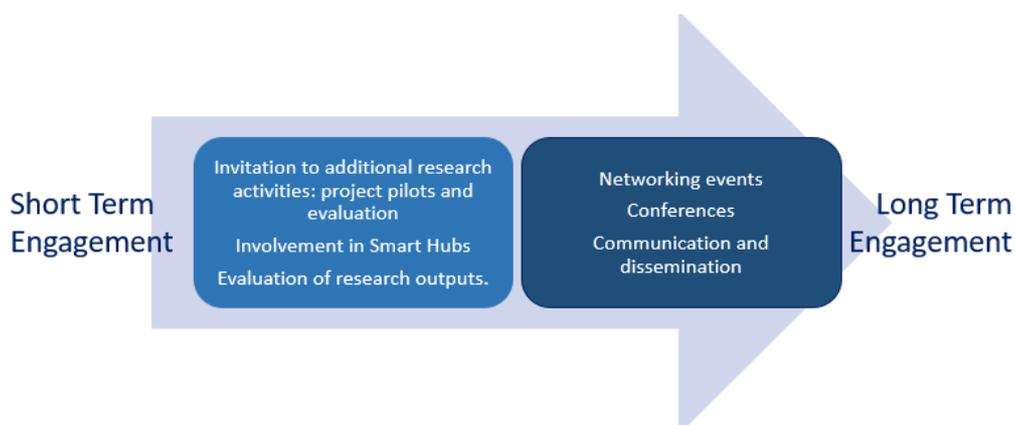


- **Diversity and non-discrimination** encourage the consortium members to engage the stakeholders in a way which respects the views, rights and behaviours of all those engaged with the project, and which emphasizes their diversity (e.g. religion, gender, nationality). The consortium partners were also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

### 3.5.2 ENGAGEMENT BY STAKEHOLDER GROUPS

The previous section provided detailed explanations about the activities and processes of stakeholder involvement in a more concrete way. These involvement activities and processes will be used as the ground for stakeholder engagement with the project throughout its lifetime. Each stakeholder group, due to their specific role and contributions to the PVE/CVE and De-radicalisation field will be involved in all stages of the project from initial data collection, surveys, groups discussions, workshops, interviews, etc. to trainings and dissemination activities. This sustained engagement will allow all stakeholder groups to make unique contributions to the overall as well specific issues related to PVE/CVE and De-radicalisation initiatives. The following figure details how the short-term and long-term engagement of stakeholders will be sustained throughout the project:

Figure 6 Short-and long-term stakeholder engagement strategy



This will be implemented by all consortium members throughout the project, but specifically will be supported by the activities within WP7: **Communication, dissemination and exploitation.**



## 3.6 GENERAL CONSIDERATIONS, RISKS AND MITIGATION MEASURES

The general considerations, risks, and mitigation measures described in this section apply to both stakeholder **involvement** and **engagement**.

The stakeholder involvement roadmap and engagement strategy are designed and envisaged to provide a set of mitigating measures to some potential **risks** including:

1. Poor stakeholder engagement: political instability and changes in personnel may affect **the connections of the consortium partners** and may undermine **measures directed at an effective engagement of the involved stakeholders in all stages of the project**.
2. Collection of **biased data** both through secondary data analysis as well as in empirical data collection activities.
3. Lack of effective stakeholder engagement that could lead to a major risk of **limitation in uptake and exploitation of the tool developed by the INDEED Project**.
4. Lack of interest or confidence in **sharing data** with the consortium partners at different stages of the project.

Amid these potential risks, adequate mitigating measures can be identified and applied to the project activities including:

1. The diverse consortium structure enables all partners to adopt a **targeted approach** for the selection of each partner. The project structure and Grant Agreement also allow for the coordinator intervention at all stages of the project if a partner requires assistance and guidance on ways of engaging with particular or general stakeholders such as LEAs or NGOs.
2. The consortium partners will draw on their connections and resources to build trust and confidence amongst the stakeholders to enable them to engage with the project in a more meaningful way and interact such as share data and experience without any hesitation.
3. Additionally, in some instances, some of the stakeholders from project countries are **compiled by more than one partner**, in the stakeholder collection process, ensuring the comprehensiveness of the stakeholder collection and engagement. The consortium partners have the flexibility to adopt a **customised plan** for stakeholder engagement (e.g. containing tools and methods that reflect their requirements and task descriptions more effectively). This customised plan helped the consortium members to understand their potential stakeholders better, put in place a stakeholder interaction and feedback mechanism, brand [technical toolkits] affinity, stakeholder retention, and higher and more effective stakeholder engagement. Within this customised plan, the consortium partners would adopt a more **personalised** engagement strategy to ensure their interactions and communications are grounded in a good understanding of their stakeholders and/or end-users' requirements, daily operational needs, their target users and solutions.
4. The consortium members also used a **contextualised** stakeholder engagement to mitigate against any potential risk and included a comprehensive analysis of the stakeholders' experience in the field, and geographical locations. Because a plan for the UK, for instance, may not provide an appropriate suit for Greece.
5. The consortium partners also made significant efforts to factor in **relevance** while collecting their target stakeholders by assessing their stakeholder's activity, expertise and to avoid a 'one-size-fits' all approach. This will help develop a mindset that is driven by an end-user solution orientation strategy as opposed to a product-oriented mindset. In the INDEED project, the relevance of a stakeholder to be considered for inclusion in the project's research activities is given an utmost significance. This is discussed in detail in the next part of this deliverable – under the SMART Hubs inclusion/exclusion criteria.





## 4 PART 2: INDEED SMART HUBS ESTABLISHMENT

### 4.1 INTRODUCTION

The stakeholders collected in Part 1 of this deliverable and identified in D2.2 and D2.3, will form the cornerstone for the establishment of the network of SMART Hubs, which is directly linked to the **Identify** and **Involve** phase of the 5i methodology.

The INDEED methodological framework is based on the '5I' approach i.e 5 project phases: Identify; Involve; Innovate; Implement; Impact. At the centre of INDEED's working methodology is a network of SMART Hubs that will facilitate an interdisciplinary and participatory approach, which includes the co-design approach<sup>6</sup> and co-creation of individual project phases and implementing them with the close engagement of multi-sectoral stakeholders. The network of SMART Hubs will bring diverse perspectives in current approaches to designing, planning, implementation and evaluation of policies, strategies, programmes, actions and interventions in the field of PVE / CVE / and De-radicalisation / and other security threats.

The table below illustrates briefly the **Phases**, **Stages**, and **Processes** taken to establish and engage SMART Hubs across the INDEED project's activities and using its results, especially in WP2 and WP3. The timeframe for this corresponds to the timeframes within which specific research activities will be carried out, as detailed in the stakeholder involvement roadmap in section 3.4.2.

Table 2 An illustration of the establishment and engagement of SMART Hubs

Phases	Stages	Processes
Identify – <b>establishing the scientific and empirical foundation of the project and identifying directions for research</b>	<ul style="list-style-type: none"> <li>Identifying stakeholders</li> <li>Clustering stakeholders into the specific groups</li> <li>Defining and analysing the state of the art and empirical data</li> </ul>	<ul style="list-style-type: none"> <li>Identifying stakeholders</li> <li>Clustering stakeholders into the specific groups</li> <li>Forming groups for each stakeholder group</li> </ul>
Involve – <b>placing stakeholders at the heart of project activities by co-creating and delivering bespoke solutions</b>	<ul style="list-style-type: none"> <li>Engage and connect to stakeholders</li> <li>Define and present the SMART Hubs</li> <li>Operationalise the Building a network of SMART Hubs (location, communication, leaders, scope and indicative activities)</li> <li>Clustering SMART Hubs into different Hubs</li> <li>Developing stakeholders' engagement roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Clustering SMART Hubs into sectoral hubs</li> <li>Clustering SMART Hubs into geographical hubs</li> <li>Clustering SMART Hubs into iterative hubs</li> </ul>

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





## 4.2 SMART HUBS CONCEPT AND RATIONALE

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

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

## 4.3 SMART HUBS’ GOALS

**The INDEED project’s SMART Hub concept**, guided by a co-design philosophy and grounded in a sectoral and geographical dimension, will become 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 as described in the INDEED’s proposal (p. 151). The SMART Hubs will serve the following main goals:

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





## 4.4 SMART HUBS STRUCTURE

Part 2 of this deliverable establishes the stakeholders' engagement strategy to develop a network of SMART Hubs that will form the basis for the multidisciplinary engagement throughout the project.

The SMART Hubs will be clustered in two stages:

- 1) grouping stakeholders according to their **sector** during the early phases of the project. These will enable common requirements, needs and gaps to be identified that are consistent amongst practitioner and policy makers' groups (WP1 and WP2).
- 2) grouping them according to **geographical** areas that share common experiences of violent extremism and radicalisation challenges (WP3, WP4, WP5). At this stage, SMART Hubs will be comprised of selected practitioners and policy makers from different sectors to provide a diversity of perspectives within a common context. At the beginning of the project, SMART Hubs will include practitioners and policy makers from the INDEED consortium and 27 practitioners from 12 countries who have signed a Letter of Support.

The SMART Hubs will be divided primarily into three different groups.

### 4.4.1 Sector Hubs

A sector-wide grouping of the network of SMART Hubs will work best for the purpose of the WP1 and WP2 tasks by providing a setting where many stakeholders including target groups will have an opportunity to engage, interact and respond to a wide range of complex and challenging issues surrounding PVE/CVE and De-radicalisation. This approach will bring together first line practitioners (LEAs, prison and probation, social and health services, NGOs, CSOs etc.), policy makers, education and research, and other groups within the sector that works in the field of evaluation and design of PVE/CVE and De-radicalisation initiatives. An additional significance of this approach lies in its ability to facilitate the exchange and sharing of operating principles in addition to highlighting best practices informing specific package of policies or activities. The INDEED project's approach to cluster SMART Hubs on a sector-wide basis is informed by numerous reasons or intended benefits including:

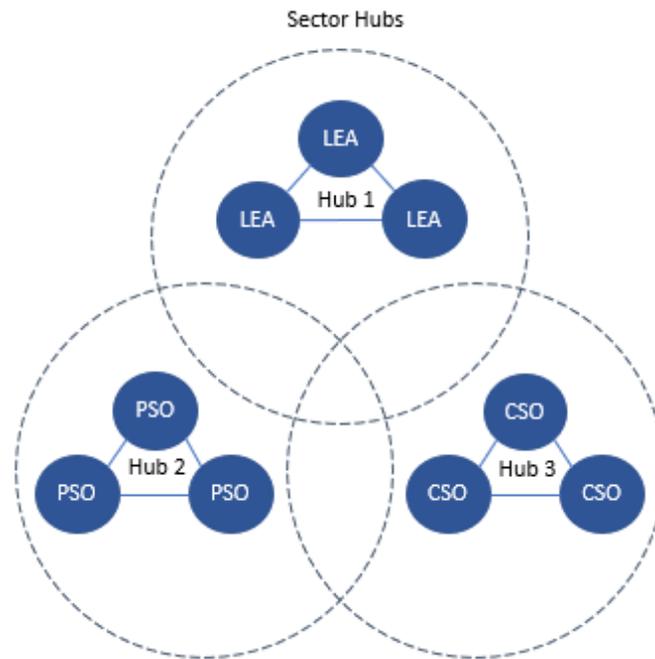
- A sustained partnership of all main sector partners within the EU Member States;
- A sustained interest across the sector to take up the project's outputs;
- Development and implementation of a coherent/unified sector toolkit that helps private and public sector issues surrounding PVE/CVE and De-radicalisation and is supported by all sector (policy makers, first line practitioners, NGOs etc.) partners included in the SMART Hubs;
- Broadening policy discourse and consensus building through defining clear concepts of the PVE/CVE and De-radicalisation and the broader challenges associated with violent extremism and building mechanisms for policy development across the sector;
- Defining and building consensus on common monitoring, evaluation, and review arrangements for the relevant PVE/CVE and De-radicalisation initiatives across the sector.

The stakeholders will therefore be clustered according to common roles in PVE/CVE/ and De-radicalisation initiatives across the sector. This will help the project to forge a cross-sector engagement at both local, regional, national, and international depths, to enable to cross-analysis of requirements and gaps for specific sectors across the EU. This approach will also help the project's stakeholders to contribute to the development and design of the tool they will use to enhance their results in PVE/ CVE/ and De-radicalisation initiatives. The Figure below illustrates the clustering of stakeholders on sector basis.





Figure 7 An illustration of Sector Hubs



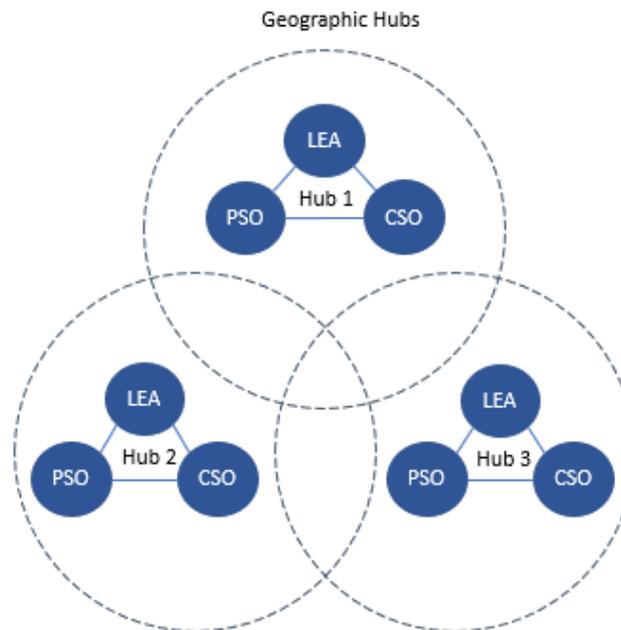
#### 4.4.2 GEOGRAPHIC HUBS

Because Member States have different PVE/CVE and De-radicalisation initiatives and evaluation frameworks, geographic hubs to cluster multi-level and multi-sector stakeholders into hubs based on geographic location will play important roles in highlighting nuances and opportunities that exist within a single Member State.

Geographic Hubs will, for example, bring together policy makers, first line practitioners, and CSOs from a single Member State into one hub. This collaboration at a national, regional or local level can open up new ways of thinking, enabling further opportunities and new directions to take in the future with a particular focus on specific challenges regarding PVE/CVE and De-radicalisation initiatives that are specific to a Member State. This is particularly important in contexts where the efforts aimed at tackling radicalisation or violent extremism are fragmented and less coherent in their substance and principles. Running a SMART Hub with participants coming from the same context will help explore the gaps and develop user requirements that are coherent and meet all users' requirements in a holistic manner. Figure 8 provides an illustration of geographic hubs.



Figure 8 An illustration of geographic hubs.



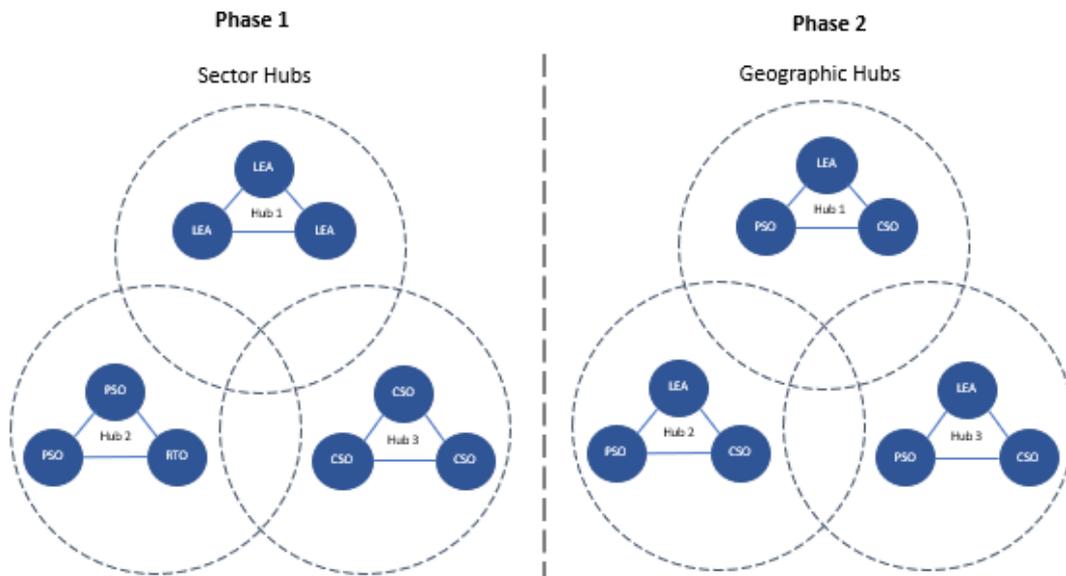
In terms of clustering stakeholders into geographic hubs, the consortium whilst adhering to the general principles defined in this deliverable, will cluster stakeholders into geographic hubs in a way that suits their task's requirements as well as their research methods and tools.

#### 4.4.3 ITERATED APPROACH

A final possibility is combining both approaches at iterated phases of WP2 or the project as a whole. An iterated approach will allow for a **systematic, repetitive, and recursive process in the analysis of the data gathered through the sectoral and geographic clustering of the SMART Hubs**. This iterated approach, by enabling the consortium partners to reflect and draw on the insights generated in the previous steps, will help them generate rich information, remain purposefully focused on the collection of **specific** data related to a particular activity. The data collected through this approach will enhance the reliability and validity of the research. This can combine the advantages of both approaches and the richness of the user requirements data collected and increase scope of research possibilities and richness of data collection. Although methodologically preferable, it is important to note that it may increase the complexity of implementation and decrease the strength of connections formed between practitioners. As such, it should be considered if this approach was to be adopted in the broader scope of the INDEED project. This approach can be implemented through regular meetings, bringing in new members, and adopting a clear schedule of engagement.



Figure 9 An illustration of iterated approach



#### 4.4.4 FORMATION AND OPERATIONALISATION OF SMART HUBS

The SMART Hubs will work from inside out, illustrated in the figure below.

In **Stage 1**, the process will begin by the formation of SMART Hubs from practitioners within the consortium. This stage can also function as a pilot as well as to test its effectiveness. The Hubs will meet in a group or workshop format, offline/online on a quarterly basis and will discuss specific issues. The Hubs will have their specific agendas, research tools, moderator, and will lead to specific results that feed into the project's outputs.

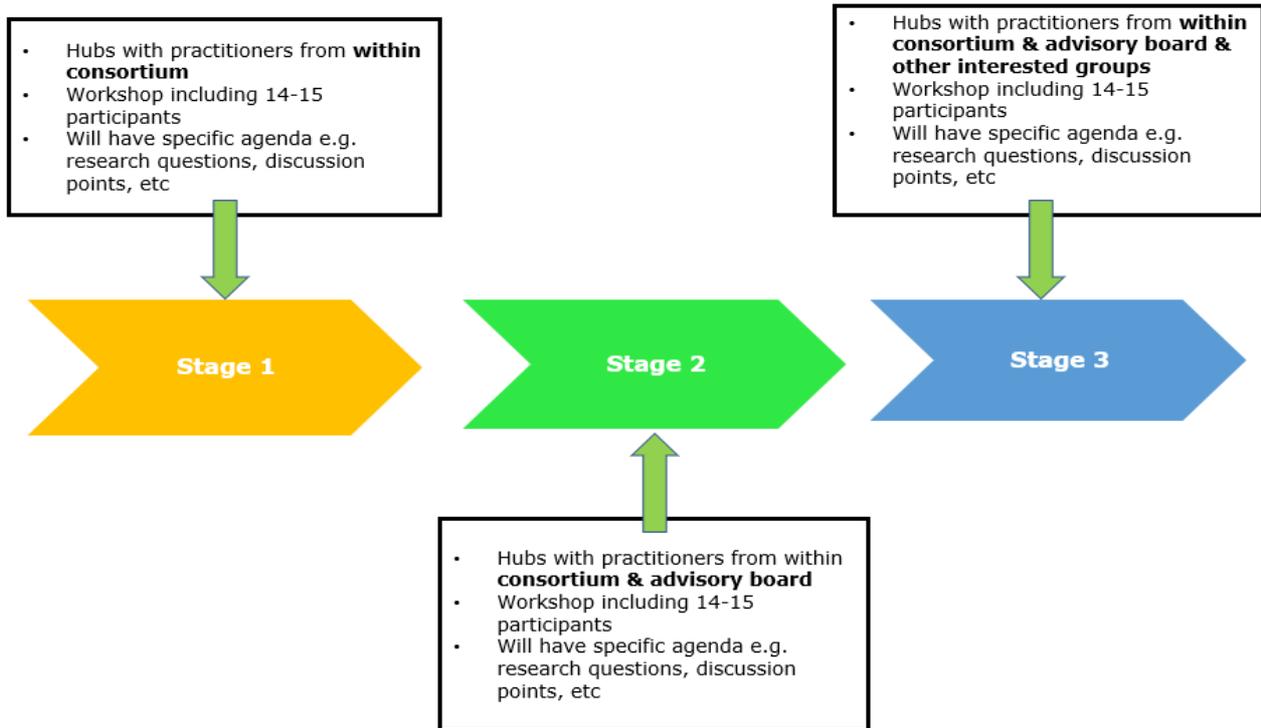
In **Stage 2**, the Hubs will expand to include practitioners from the advisory boards mostly coming from the institutions that provided letter of support for the project's proposal/application.

In **Stage 3**, the Hubs in addition to including practitioners from Stages 1 and 2 will include practitioners from cross-sectoral and cross-geography participants that are interested in participating in the project and using its results. In Stage 3, the SMART Hubs will be fully established.

The figure below illustrates the sequential logic to be followed for the operationalisation of the SMART Hubs.



Figure 10 An illustration of the sequential logic for the operationalisation of SMART Hubs



## 4.5 SMART HUBS SELECTION CRITERIA

The members of the SMART Hub network will be selected on three main criteria: (1) **areas of expertise and experience**; (2) **relevance of the experts' background to the project's users' needs** in the field of designing, planning, implementation and evaluation of policies, strategies, long-term programmes, short-term actions, and ad hoc interventions in the field of PVE / CVE / De-radicalisation and other security threats; (3) **interest in taking up the INDEED project's outputs**. These selection criteria are applied to widen the participation spectrum to create multi-disciplinarity of the widest possible benefit and the most relevant pool of stakeholders to enhance the quality of stakeholders' involvement and engagement with the project.

## 4.6 INCLUSION OF SMART HUBS MEMBERS

### 4.6.1 APPLICATION PROCEDURE

1. The consortium partners will be considered members of the SMART Hubs automatically.
2. All institutions who have written a letter of interest would be asked to join the first SMART Hubs, described in the INDEED's proposal (p. 130). This letter of interest will be a threshold for an institution to pass the selection criteria, requiring no additional application.
3. Institutions outside the consortium and advisory board that wish to join the SMART Hubs will be required to make a formal application (available from the project's website)<sup>7</sup> to the coordinator institution.

<sup>7</sup> [www.indeedproject.eu](http://www.indeedproject.eu)





The following steps are the main steps to be taken by new applicants.

1. **Step 1 – Initial Application:** The new applicants will visit the project’s website and download the application form that is available on the website.
2. **Step 2 – Formal application:** The applicants will fill a simple and short application, available from the project’s website, and will provide some general information about their areas of expertise and previous experience in the field of PVE/CVE and De-radicalisation and the broader area of radicalisation and violent extremism.
3. **Step 3 – Partners assess applications:** The Coordinator, after receiving the new applications will liaise with the consortium partners who will have three working days to provide feedback or comments on the applications.
4. **Step 4 – Decision:** After feedback/ comments are received from the consortium partners, the Coordinator will make a decision.
5. **Step 5 – Decision announced:** The Coordinator will inform the applicants on the outcome of their applications.

## 4.7 SMART HUBS ENGAGEMENT STRATEGY

The stakeholder engagement set defined in the previous part of this deliverable applies to all activities involving stakeholders in general. However, individual partners will have the ability to adapt the general stakeholder engagement and its principles to tailor to their activities in a way that suits their working methods and requirements as well as the requirements and commitments of specific stakeholders. Additionally, the partners are required to uphold the general stakeholder selection criteria to ensure an optimal outcome for their engagement.

Figure 11 An illustration of the SMART Hubs engagement framework/ model



Whilst the relationship between the INDEED project partners and the network of SMART Hubs will be intertwined, mutual, and inclusive the engagement by the SMART Hubs will take place through multidisciplinary participation integrated through the co-creation, exploration, experimentation and evaluation of innovative ideas, shared experiences, and models in real life use cases. In and/or through doing so, the SMART Hubs engage in offering their expertise, insights, and experience about their efforts to tackle various kinds of radicalisation, violent extremism and/or terrorism to inform the development and design of the INDEED project’s technological toolkit (WP5), to fill the knowledge gaps (WP2), inform the validation of the project, and communication, dissemination and exploitation of the project’s outputs (WP7).





## 4.7.1 OVERSIGHT OF SMART HUBS COORDINATION

The oversight of the SMART Hubs will be a hierarchical process. Figure 12 details how different INDEED partners will be involved in the SMART Hubs management and oversight, which will be structured across the project:

Figure 12 An illustration of the oversight of SMART Hubs coordination



**Level 1:** The project coordinator will have complete oversight of the SMART Hubs, including the design, implementation, review and ensuring its sustainability beyond the project.

**Level 2:** The SMART Hubs Coordinator will ensure the individual SMART Hubs are working cohesion with one another, to maximise their effectiveness and harmonisation throughout the project.

**Level 3:** The WP leads will ensure that the SMART Hubs are successfully meeting the objectives of the WP. Specifically, the WP6 lead will provide gender, legal, ethical and social oversight to ensure that they are operating effectively.

**Level 4:** Finally, the task leads and involved consortium members will have direct oversight of the specific SMART Hub associated with their task. This will include ensuring that the SMART Hubs are communicated and engaged with effectively, resolving any administrative issues, and the organisation of any activities (i.e. workshops) that involve the Hubs. The task leaders ensure that they have all the necessary tools (e.g., stakeholders engagement/ involvement strategy, research tools/methods) in place. Prior to approaching potential SMART Hubs, the task lead liaises with the coordinator ensuring the procedures and principles such as legal and ethical requirements are upheld appropriately.

## 4.7.2 ENGAGEMENT ETHICS

As guided by WP6 – Gender, Legal, Ethical and Social Aspects – and discussed in detail in D6.1 (Gender, Ethical, Social and Legal Guidelines for the project’s research activities and Gender, Legal, Social and Ethical Checklist for activity assessment), the INDEED project will comply with all the tenants of **Responsible Research** and **Innovation** and with national and European



research ethics requirements in a manner that is acceptable to stakeholders and society. Since the project involves a wide range of actors such as practitioners and policy makers in the domain of PVE/CVE and De-radicalisation, certain ethical issues could emerge from the INDEED project. The project, therefore, will apply specific ethical safeguards in order to reduce and manage ethical risks and to ensure in all activities ethical standards and guidelines are upheld and respected. Additionally, all of the partners conducting research that involves human participants will be required to apply for an ethics approval to their individual institution to add an additional layer of ethical and legal safeguarding. For a full discussion about the ethical and legal principles and standards that are required to be practiced throughout the project, refer to D6.1.

### 4.7.3 MONITORING AND EVALUATION OF SMART HUBS ENGAGEMENT

The SMART Hubs engagement will be monitored consistently throughout the project's lifetime by the SMART Hubs Coordinator (CENTRIC) to assess:

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

The outcome of this assessment is to work towards improving the existing and future management and expansion of outputs, outcomes and impact yielding from the SMART Hubs engagement. The assessment will be achieved through regular engagement with the WP and task leads who are engaging with the SMART Hubs. CENTRIC, responsible for delivering **D2.2 (SMART Hub Roadmap Evaluation Report – M18)** and **D2.3 (SMART Hub Roadmap Evaluation Impact Assessment – M36)** will develop a monitoring and evaluation strategy in D2.2 to guide the SMART Hubs involvement and engagement. This strategy will be shared with the consortium members to use for monitoring and evaluating SMART Hubs engagement with their **specific** task.





## 5 CONCLUSIONS

---

The establishment of the INDEED Smart Hubs is a key task which builds a community of practitioners and policy makers who will have a fundamental role in the designing, planning, implementing and evaluating PVE/CVE and De-radicalisation initiatives. This allows for the achievement of both the **Identify** and **Involve** phases of the INDEED 5i methodology. Specifically, as part of Identify the SMART Hubs provide significant opportunities to diagnose the real, operational needs of PVE/CVE/De-radicalisation first line practitioners and policy makers which will feed directly into the development of evidence-based outputs. Meanwhile, the SMART Hubs will facilitate a co-design approach, elaborated in T2.2, whereby the practitioners will have continuous involvement in the project's research outputs. Combined, this will lay the foundation for building the INDEED outputs in the consecutive phases and ensure that the project produces tailored, practical and effective outputs which will have longstanding impacts within the PVE/CVE and De-radicalisation community. This deliverable has sought to outline the design of the SMART Hub roadmap which will form the basis for the involvement and project engagement with PVE/CVE and De-radicalisation first line practitioners and policy makers.

In Part 1, the deliverable detailed the target participation groups and the practitioner identification process implemented to establish the SMART Hubs. This was conducted through the extensive networks within the INDEED consortium, and resulted in the identification of a wide range of policy makers and first line practitioners, from different countries. This will provide significant engagement opportunities for the project and will ensure that a wide spread of practitioners within the PVE/CVE/De-radicalisation field have been included in the co-design approach.

This will be a working document and regularly updated throughout the project as interested practitioners emerge which can provide additional benefits and inputs to the project. Following the identification of the policy makers and practitioners, Part 1 outlined the stakeholder engagement strategy, which will be utilised by the project partners as guidance in engaging with the practitioners. This will ensure that an interdisciplinary, participatory and harmonised approach has been adopted by a coherent set of engagement principles with consideration of any potential risks and mitigation measures. This will ensure that the engagement of the practitioners will be effectively sustained to maximise the benefits of the co-design approach.

Part 2 discusses the concept, rationale and envisaged goals for the establishment of the SMART Hubs using the co-design approach. In particular, Part 2 outlines the core aims of the SMART Hubs as a method of building evidence-based outputs and the benefits this will bring not only to the INDEED project, but also, mutually, to the key practitioners within the PVE/CVE/ and De-radicalisation as well as prevention of other security threats field. Furthermore, the structure of the SMART Hubs was established by sector, geographic and through an iterated approach, which will ensure that the practitioners are effectively engaged with throughout the project. Overall, establishing the structure of SMART Hubs allows for its successes to be maximised, the engagements to be strengthened and for the INDEED evidence-based initiatives to be closely aligned with the operational needs of key policy makers and practitioners within the field.

Overall, this deliverable has outlined the key functionalities, structures and strategies which form the establishment of the INDEED SMART Hubs. The engagement with PVE/CVE/ and De-radicalisation policy makers and first line practitioners through this harmonised and iterative approach will ensure that the project outputs closely align with the core challenges raised by radicalisation, violent extremism and/or other security threats across Europe. In particular, the SMART Hubs will be engaged with largely under WP2 through the identification of gaps and gathering of requirements, WP5 with the training and capacity building activities, and WP7 through the communication, dissemination and exploitation activities.





## 6 REFERENCES

---

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

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





## ANNEXES

### ANNEX 1

## Guidance for Stakeholder Identification in T2.1 (D2.1) December 2021

**Author: Arif Sahar (CENTRIC)**

### Abstract:

This document provides guidance for partners involved in Work Package 2 about the objectives and processes of stakeholder identification in WP2. It explains the steps, requirements, and deadlines as well as instructions for the data collection templates (Excel spreadsheets) that is available from TEAMS repository in the WP2 folder.

### Purpose of this document

The purpose of this guide is to provide detailed instructions to the participating consortium members of WP2 - **Identification of Practitioners' and Policy makers' Gaps and Requirements** - to complete the templates provided by the Task Leaders.

**Please read this instruction carefully**, before completing the accompanying template (Excel spreadsheet).

### OBJECTIVES OF WP2

1. Engage key first line practitioners and policy makers 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 / and De/radicalisation / and other security threat preventive measures.
3. Synthesise findings and establish a baseline of core needs, gaps and potential solutions defined by practitioners and policy makers; enabling the development of the next generation of PVE/CVE and De-radicalisation methods.
4. Gather requirements for the most desirable and feasible training and evaluation tools to be developed through the INDEED project; ensuring that the project's outputs are bespoke to the needs of practitioners and policy makers. The results obtained in WP2, coupled with WP1 will be used to develop the EBEM and EBEM-based Evaluation Tool (WP3), conduct evidence-based evaluations (WP4) and the design of training activities (WP5).





# 1 INSTRUCTIONS FOR STAKEHOLDER IDENTIFICATION AND COLLECTION

---

## 1.1.1 WHY THE STAKEHOLDERS ARE IDENTIFIED/COLLECTED?

- The INDEED project carries out empirical research intending to generate the state-of-the-art knowledge and empirical experience in the field through the involvement and engagement of the following participant groups: (i) first line practitioners; (ii) policy makers; (iii) education and research stakeholders;
- The stakeholders must be mapped out and collected on local, regional, national and the EU level;
- One of the main activities in T2.1 is to map key practitioners and policy makers organisations interested in participating in the INDEED project's activities and using its results;
- The research in WP2 provides the foundation for further work in other work packages such as WP3 (Development of the Evidence-Based Evaluation Model (EBEM) for radicalisation prevention and mitigation and an Evaluation Tool dedicated to the PVE / CVE / De/radicalisation initiatives), WP4 (Evidence-based evaluation of European, national, regional and local PVE / CVE / De/radicalisation initiatives), WP5 (Strengthening Practitioners', Policy makers' Field Competencies for Evidence-based Practice), and WP7 (Communication, Dissemination and Exploitation) amongst others.

## 1.1.2 WHICH STAKEHOLDERS ARE WE LOOKING FOR?

- **First line Practitioners** - this category includes law enforcement agencies, prison and probation services, non-governmental organisations, civil society organisations, social and health services, youth organisations working in the field of PVE/CVE and De/radicalisation;
- **Policy makers** - This category comprises stakeholders who engage in the development of policies about CVE/ PVE/ De/radicalisation on local, regional, national and EU level. In a more general term, this category involves stakeholders who are involved in the management of societal security through the development or provision of CVE/ PVE/ De/radicalisation policies;
- **Education and research Stakeholders** - This heading covers academic institutions or groups at national and EU level involved in the field of PVE/CVE/De/radicalisation, EU RTD projects, research organisations, educational institutions, training institutions, staff colleges etc;
- **Others** - in case there are relevant stakeholders in your country that fall outside the three above categories.

For further details, please refer to stakeholders' identification spreadsheet attached (Annex 2 – available in the WP2 folders on the TEAMS repository).

## 1.1.3 WHAT ARE THE INCLUSION CRITERIA?

- Experts from the groups listed in 9.1.2 with expertise in technology as well as in theory in the field of PVE / CVE and De-radicalisation are to be involved;
- The stakeholders are selected on three main criteria: (1) **areas of expertise and experience**; (2) **relevance of the experts' background to the project's users'**





**needs** in the field of PVE / CVE and De-radicalisation; (3) **interest in taking up the INDEED project's outputs**;

- These selection criteria are applied to widen the participation spectrum to create multi-disciplinarity of the widest possible benefit and the most relevant pool of stakeholders to enhance the quality of stakeholders' involvement and engagement with the project.

#### 1.1.4 WHAT DATA IS COLLECTED?

- Please focus primarily on information about your own country (e.g. national/ regional stakeholders identified above);
- Details about how to enter the information is provided in the Excel spreadsheets as well as in this document.

#### 1.1.5 HOW IS DATA COLLECTED?

- Please collect data using **Excel spreadsheets**;
- The spreadsheets for all the stakeholders (first line practitioners, policy makers, Education and Research stakeholders) are integrated into **1 Excel file** in which to collect data for all the stakeholder groups. The spreadsheets are clearly marked to which stakeholder group they belong;
- Please collect information on all the three stakeholder groups.

#### 1.1.6 TIMELINE

This task has a very tight deadline for its deliverable (D2.1) which is December 2021. Thus, Partners were requested to send you're the completed templates by **Friday 10 December 2021**.

##### **Where to send the Excel file:**

- Please send your completed Excel file to WP2 Leader – CENTRIC (RESEARCHER EMAIL).

**In case you have specific questions about anything** – please contact CENTRIC (RESEARCHER EMAIL).

**Lastly:** Thank you for your efforts.

