

Local Multi-Agency Working to Prevent Violent Extremism

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What's in the name?

From pure security perspective (risk factors) towards more integrated approach of violent extremism (incl. protective factors)

Complexity of phenomenon requires a variety of actors to be involved

Multi-Agency Working > Multi-Actor Working

Local Multi-Agency Working (MAW)

Promising approach but not much evidence!

Multi-Agency Working (MAW) has increasingly been considered a promising approach to preventing violent radicalization, allowing early and effective identification of individuals who may be at risk of violent radicalization, and breaking down historical silos between agencies.

Contents

1. Context of the study
2. MAW in the literature
3. MAW from empirical data
4. Transfer of knowledge for practitioners



Context of the study

2020-2022

EMMA project

Evaluation and Mentoring of the Multi-Agency approach to violent radicalisation in Germany, the Netherlands and Belgium



funded by the European Union's Internal Security Fund — Police



E M M A

WP 1. Coordination

WP 2.
Scientific
evaluation

WP 3.
Mentoring

WP 4. Dissemination




I. Literature review

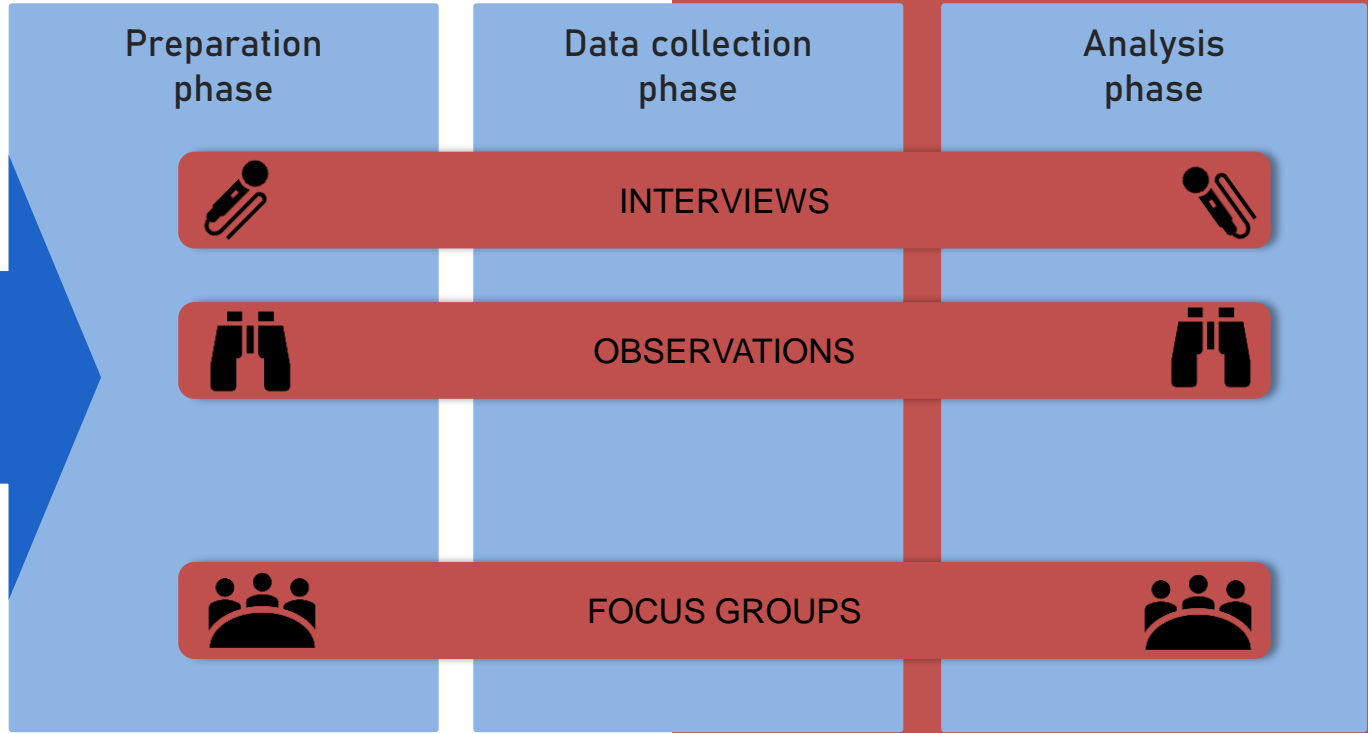
Included literature

- Evaluation
- MAW approach
- P/CVE


To identify good practice indicators



II. Process evaluation




III. Output



EMMASCAN + manual

Research report



MAW in the literature

I. Literature review

Included literature

- Evaluation
- MAW approach
- P/CVE

To identify good practice indicators



MAW from empirical data

II. Process evaluation

Preparation phase

Data collection phase

Analysis phase



INTERVIEWS



OBSERVATIONS



FOCUS GROUPS



Transfer of knowledge for practitioners

III. Output



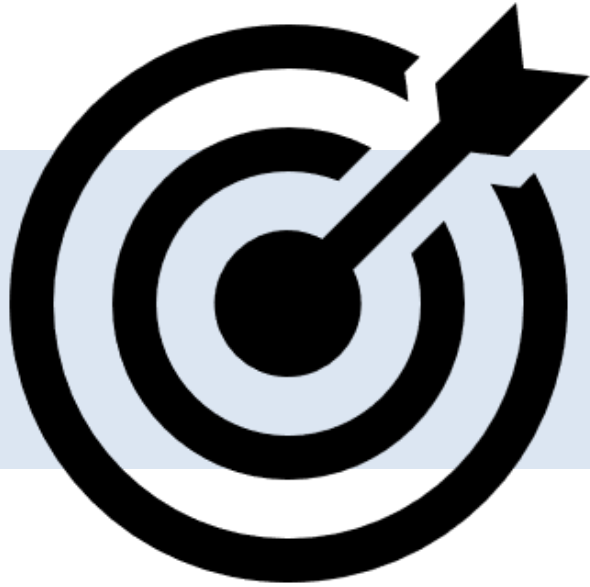
EMMASCAN + manual

Research report



MAW in the literature

Goals of the literature review



LITERATURE OVERVIEW

Provide **overview of evaluation research** of MAW approaches in the radicalisation context



PROCESS INDICATORS

Determine **measurable process indicators** that allow to describe and evaluate MAW approaches



GOOD PRACTICES

Provide overview of **good practices of MAW approaches** in the context of (de)radicalisation

3.1. Methods – Inclusion criteria

1. (De)radicalisation

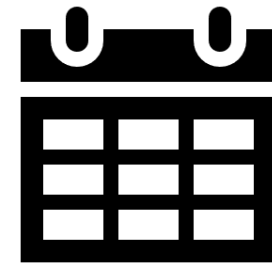
- Topic = Intervention, action or approach aimed at preventing or countering deradicalisation

2. MAW

- MAW: collaboration between several organisations
- Local or regional level

3. Evaluation

- Evaluation of one or multiple MAW approaches
- Recommendations or good practices for MAW approaches
- No economic evaluations



Sources published between
2015-2020

Literature collection

SOURCE	# Sources identified for full text screening	# Sources excluded			# Sources included
		No radi	No MAW	No eval	
ACADEMIC DATABASE	n = 19	n = 6	n = 8	n = 1	n = 4
GREY LITERATURE	n = 67	n = 2	n = 14	n = 5	n = 46
EXPERT	n = 12	n = 1	n = 1	n = 2	n = 8
REFERENCE HARVESTING	n = 38	/	n = 9	n = 4	n = 25
TOTAL	n = 141				n = 83

Identify research questions

Identify inclusion criteria

Academic search

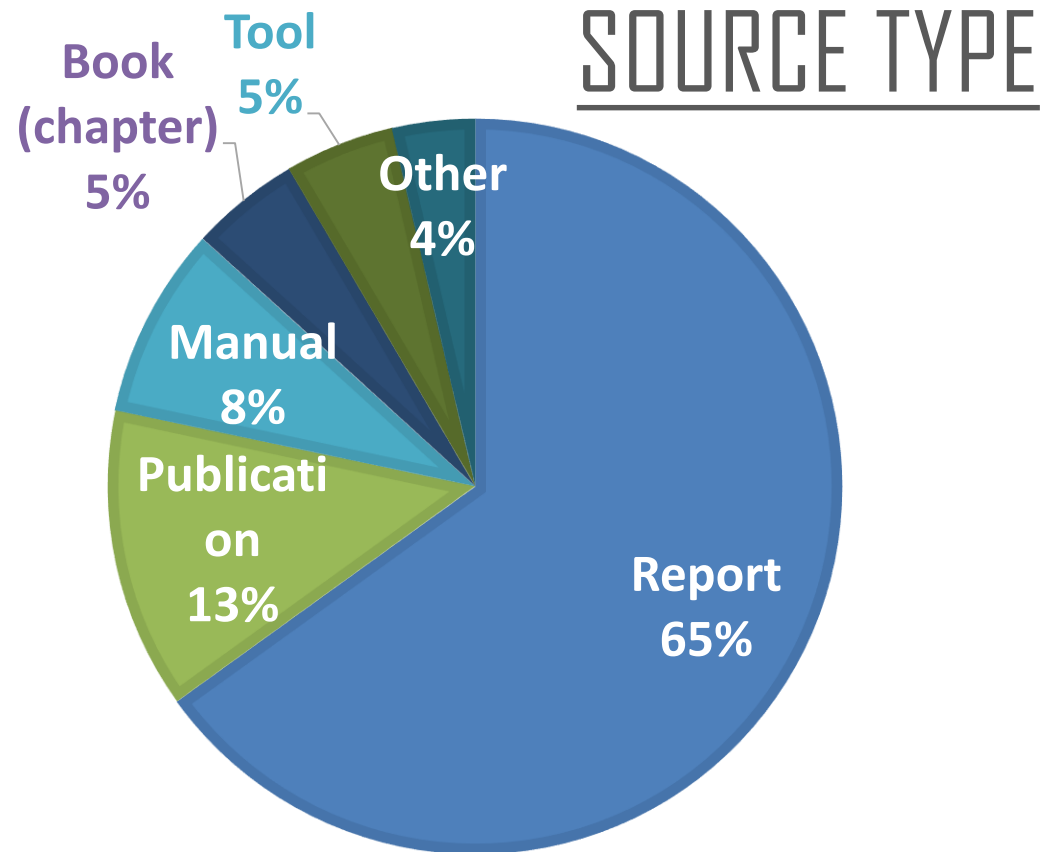
Grey literature search

Synthesis

Additional sources

Conclusions

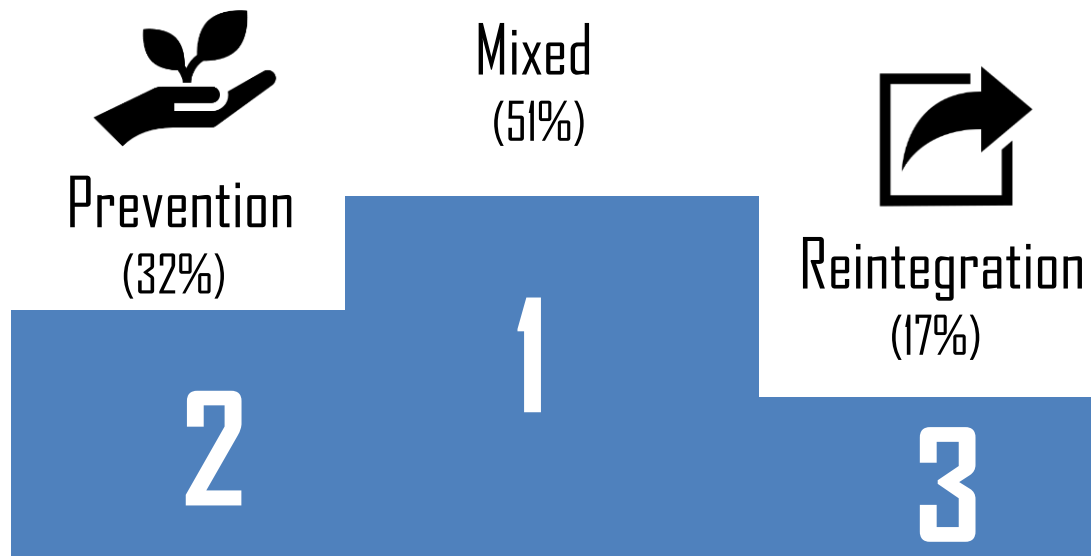
Results - Sample



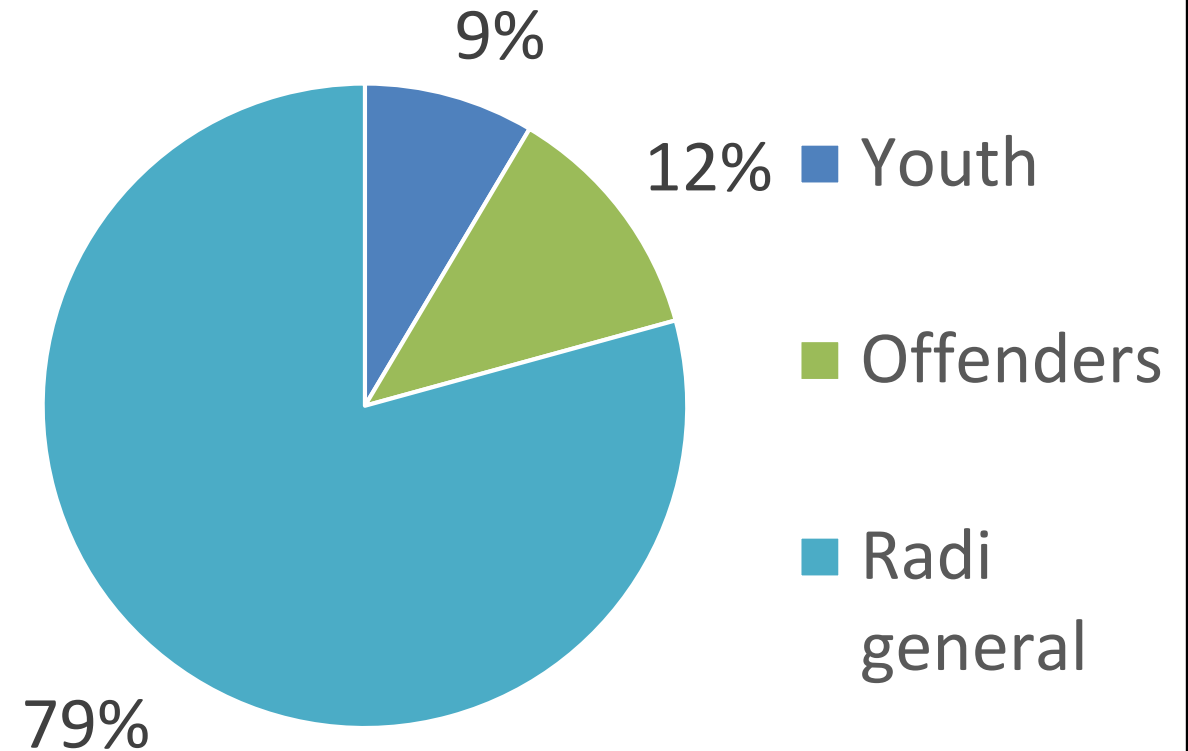
- Most sources are reports (65%)
- Very few scientific publications (13%)

Results - Sample

INTERVENTION GOAL



TARGET GROUP



research

publications

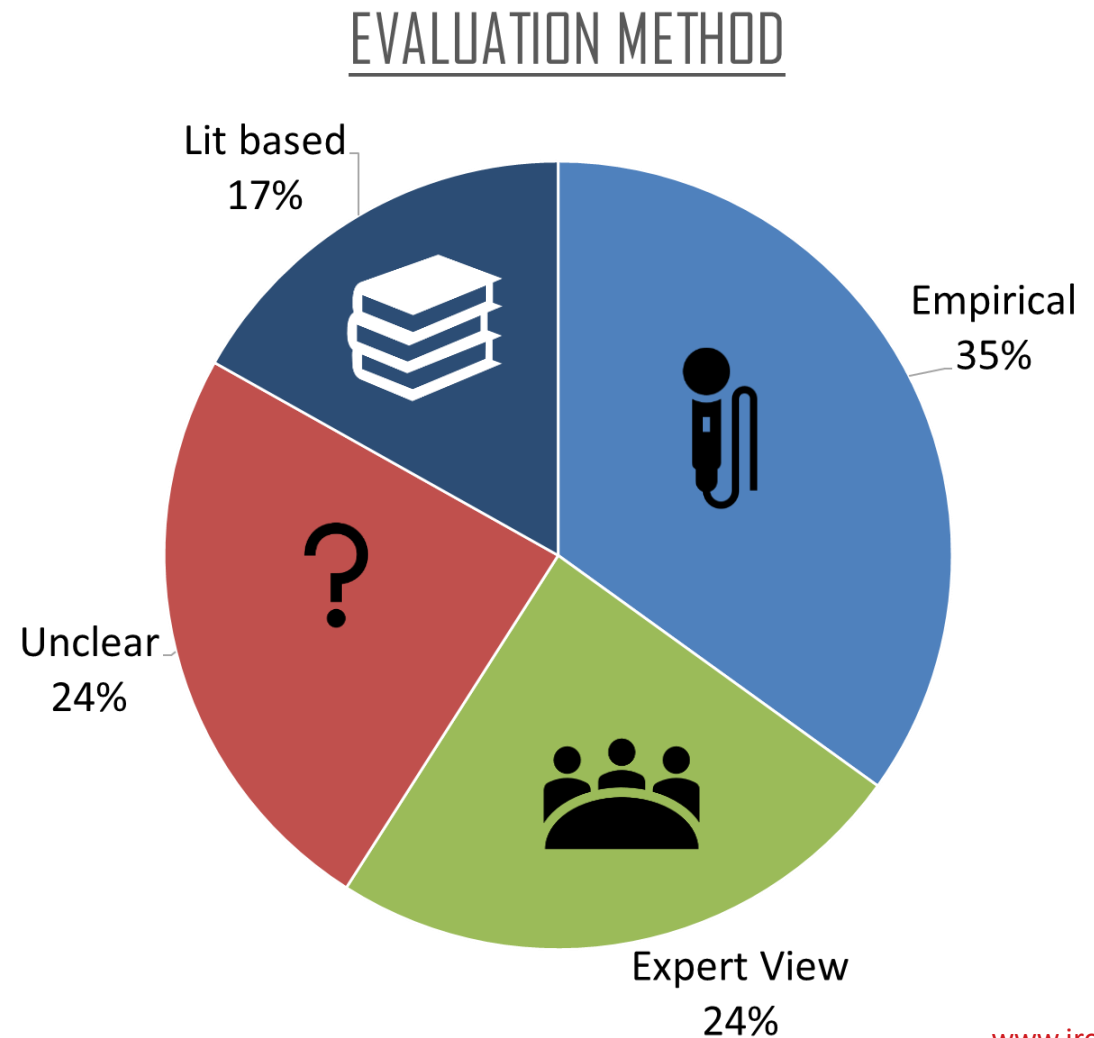
consultancy

conferences

www.ircp.ugent.be

Results - Sample

- 35% is empirical research, most are **process evaluations** using interviews
- 41% of evaluation methods are literature or expert-based
- Almost 1 out of 4 sources **did not report a clear evaluation method**



Results

What process indicators can we identify to describe and evaluate MAW approaches?

Criteria used:

- Occurrence
- Evidence
- Usability
- Applicability

Indicators identified in nine broad categories

- Information sharing
- Coordinated collaboration
- Approach
- Vision
- Case management
- Expertise
- Quality assurance
- Practical conditions
- Structure

Case management - Recommendations

Recommendation 1: Ensure a thorough profiling of cases.

Recommendation 2: Have a system for case management in place that is effective and efficient.

Recommendation 3: Set objectives for cases and monitor them.

Collaboration – Recommendations

Recommendation 4: Establish clear roles and responsibilities between the MAW partners.

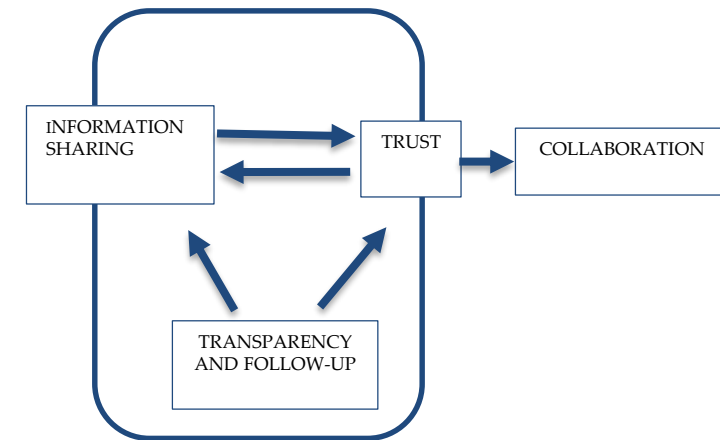
Recommendation 5: Set up a shared goal.

Recommendation 6: Meet on a regular basis and maintain structural contact even in times of ‘peace’.

Recommendation 7: Give it time.

Recommendation 8: Build horizontal networks.

Recommendation 9: Use the triad of trust, transparency and information sharing to strengthen collaboration.



Expertise – Recommendations

Recommendation 10: Invest in and safeguard the expertise of the MAW team.

Recommendation 11: Use the available expertise (expertise-building within the team).

Recommendation 12: Exchange good practices cross-border.

Information sharing – Recommendations

Recommendation 13: Set up a signalling structure that is well known and easy to reach.

Recommendation 14: Have clear agreed rules in place with all actors to guide data sharing.

Recommendation 15: Communicate MAW activities with the community.

Quality Assurance – Recommendations

Recommendation 16: Create a culture of learning by having regular periods of reflection.

Recommendation 17: Evaluate working procedures as well.



Structure – Recommendations

Recommendation 18: Begin with a mapping exercise.

Recommendation 19: Involve communities and civil society.

Vision – Recommendations

Recommendation 20: Set specific MAW objectives and a strategy on how to achieve them.

Recommendation 21: Ensure a common language among partners.



Approach and practical conditions – Recommendations

Recommendation 22: Take a holistic approach

research

publications

consultancy

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What are **good practices** of multi-agency approaches in the context of P/CVE?

- The most recommendations deal with collaboration between actors, types and composition of actors, the expertise these should possess, and information sharing.
- It is advised to use a **wide range of relevant partners**.
- Partners most mentioned are **communities and civil society, social partners and law enforcement**.
- Taking **local context** into account
- The challenge lies in powerful **trust** building and the **sharing** of sensitive information among these actors -> **clear agreements** and **trust through transparency** are advised

Takeaways

- Lack of (empirical) MAW evaluations in radicalisation context was confirmed
- There is a powerful role for MAW partnerships in detection and prevention of radicalisation
- Collaboration and trust-building between MAW actors identified as biggest challenge
- No one-size-fits-all approach. Tailor to local context.

MAW from empirical data

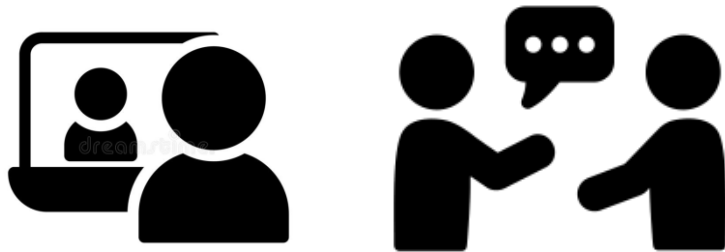
Data on MAW for the realist process evaluation

Qualitative fieldwork within 9 MAW cities in Belgium, the Netherlands and Germany:

- Semi-structured interviews ($n = 47$)
- Participatory observations ($n = 14$)
- Two rounds of national focus groups ($n = 6$)

Semi-structured interviews

47 semi-structured interviews were carried out with **different MAW participants** per included city



- Local security actors
- Local socio-preventive actors

Observations

- 14 participatory observations during MAW meetings in 9 cities (2 observations in each city) > COVID (18)
- Both operational and strategic meetings have been observed



MAW meetings:

- Belgium: LISC-R (Local Integrated Security Cells Radicalisation)
 - The Netherlands: CSH (Care and Safety Houses)
 - Germany: different ways of MAW approaches
- Diverse policy initiatives on local, regional, national level

Belgium

LISC-R



- The **law LISC-R 2018** defines the general purpose and structure of the LISC-R.
- **Information sharing** facilitated by **Article 5 of the LISC-law**, allowing for a temporary exception to the participating actor's obligation of secrecy within the LISC-R.



- Organised at the **municipal level** or the **police district level**.



- **Mayor, police** (information officer) and **municipal officer** are key required actors. Other social actors can join.



- Focus is on **individuals at risk of violent radicalisation**.

The Netherlands

Care and Safety Houses (CSH)



- **National framework** for function and objectives of the Care and Safety Houses.

- Agreements on **data collection and processing** are taken up in a **covenant**.



- Organised per **safety region**. Local authorities join the Care and Safety Houses on a regional level for support on their preventative approach.



- **Mayor, police and public prosecution service** as three key actors. Other actors can join.



- Focus is on *complex problems*, radicalisation is part of this.

Germany

Varied approach of MAW



- **No overarching national framework** for describing structure or organization for a preventative approach.

- **Complex legislation** on federal and state level on **sharing of sensitive information.**



- **Different structures** depending on region and city.



- **Actors vary** according to region.



- MAW structures determine their **own scope and objectives.**

Actors in MAW structures

Country	BE	BE	BE	BE	BE	BE	BE	BE	NL	NL	NL	DE	DE	DE
City code	C	C	A	A	D	D	B	B	E	E	F	G	G	I
Obs. Nr.	1	2	1	2	1	2	1	2	1	2	1	1	2	1
Date	09-20	09-20	10-20	11-20	12-20	03-21	05-21	08-21	10-20	10-20	07-21	04-21	10-21	05-21
Duration (min)	105	90	63	124	61	67	76	30	41	75	130	86	50	98
Breaks (min)	0	0	0	0	0	0	0	0	0	4	20	0	0	0
N participants	17	17	11	10	9	8	6	6	7	15	13	13	3	11
Police/security (N=)	4	3	4	4	4	3	2	0	3	4	1	0	0	1
Municipality (N=)	9	9	3	4	5	5	3	2	1	3	3	2	1	3
Social/care (N=)	1	3	0	0	0	0	0	2	2	2	0	0	0	3
Health care (N=)	0	0	0	0	0	0	0	2	0	1	0	0	0	0
Youth & education (N=)	0	0	1	1	0	0	1	0	0	0	0	1	0	2
Justice (N=)	1	2	1	1	0	0	0	0	0	3	4	0	0	0
Citizens/community (N=)	0	0	0	0	0	0	0	0	0	0	0	9	2	1
External (N=)	2	0	2	0	0	0	0	0	1	2	0	1	0	0
Unknown (N=)	0	0	0	0	0	0	0	0	0	0	5	0	0	0
N apologies (UK = unknown)	12	UK	UK	UK	1	2	UK	UK	UK	UK	UK	UK	UK	UK

Actors in MAW structures

Country	BE	BE	BE	BE	BE	BE	BE	BE	NL	NL	NL	DE	DE	DE
City code	C	C	A	A	D	D	B	B	E	E	F	G	G	I
Obs. Nr.	1	2	1	2	1	2	1	2	1	2	1	1	2	1
Date	09-20	09-20	10-20	11-20	12-20	03-21	05-21	08-21	10-20	10-20	07-21	04-21	10-21	05-21
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Health care (N=)	0	0	0	0	0	0	0	2	0	1	0	0	0	0
Youth & education (N=)	0	0	1	1	0	0	1	0	0	0	0	1	0	2
Justice (N=)	1	2	1	1	0	0	0	0	0	3	4	0	0	0
Citizens/community (N=)	0	0	0	0	0	0	0	0	0	0	0	9	2	1
External (N=)	2	0	2	0	0	0	0	0	1	2	0	1	0	0
Unknown (N=)	0	0	0	0	0	0	0	0	0	0	5	0	0	0
N apologies (UK = unknown)	12	UK	UK	UK	1	2	UK	UK	UK	UK	UK	UK	UK	UK

Takeaways

- **Different ways** in which MAW can be structured, organized and interpreted
- **Trust** is a key factor for good collaboration processes
- Difficulties with **information sharing** occur in the three countries (professional secrecy and secrecy of the investigation)
- A good **balance** between **nice-to-know** and **need-to-know information** is necessary
- **Dominance** of actors and acting out of **self-interest** is a pitfall for good collaboration
- A key success factor is having as **many relevant actors** from different sectors present


Takeaways

- In Germany, there are great differences in MAW approaches: more **situation-oriented** (Belgium & the Netherlands: **case oriented**)
- **Lack of knowledge** is also common, people try to meet this with trainings but phenomena evolve quickly
- **Shortage of resources** (time, money, people) is also common in the three countries
- Need for **structured MAW meetings** with an **agenda** and a **neutral** chairing person/coordinator

Transfer of knowledge for practitioners

Self-evaluation tool for local practitioners

Practitioners:

- Limited time and resources
 - Improvement of work important
 - Limited reflection moments
- 
- The combination of all data from the realist process evaluation brought a list of practices for Multi-Agency Working in the context of radicalization and violent extremism and were translated into a **self-evaluation tool**
 - This self-evaluation tool allows local practitioners to evaluate their MAW approach and improve independently their working
 - The tool is flexible and applicable across different MAW approaches in Europe

Focus groups

The focus groups took place per country

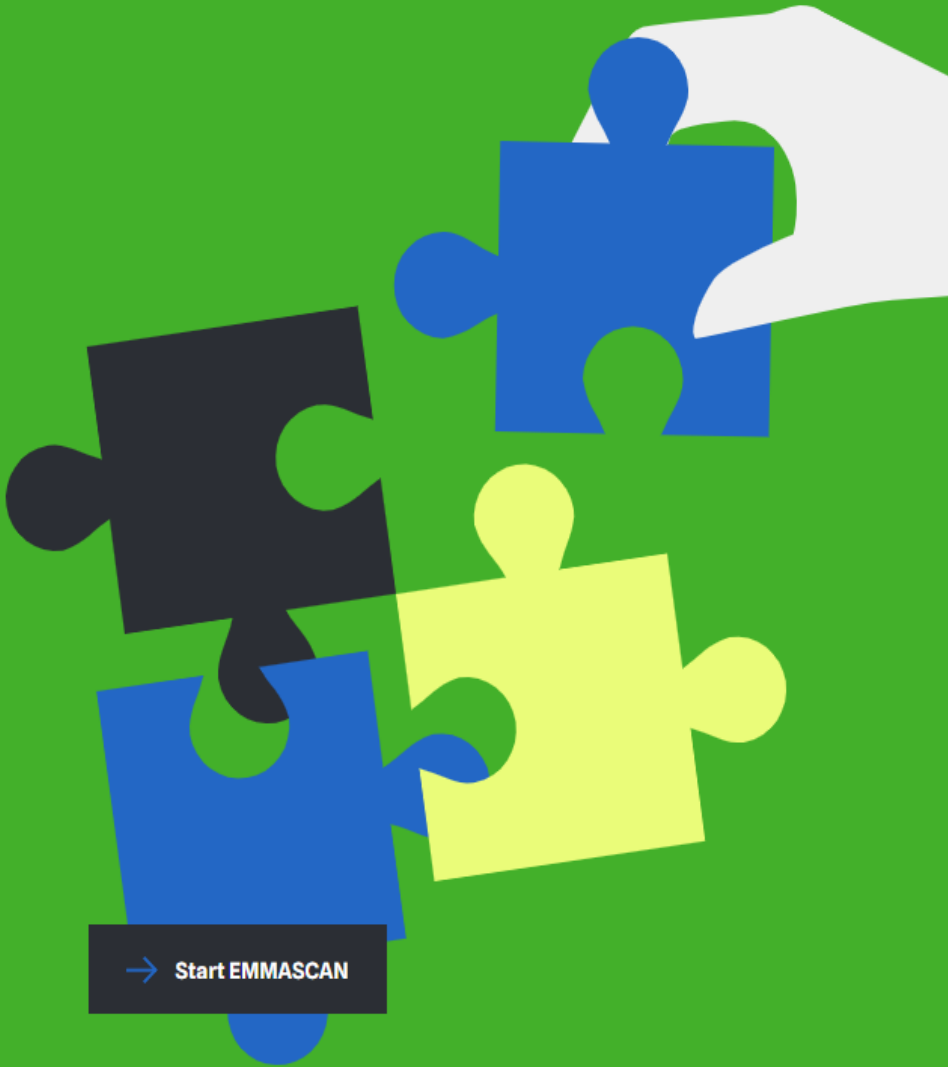
- The **first round** of focus groups aimed to generate **input** for the self-evaluation tool
- The **second round** of focus groups took place to **review** the first draft of the self-evaluation tool
- The **third round** of focus groups to **test** and **finalize** the self-evaluation tool



Instructions for using the tool

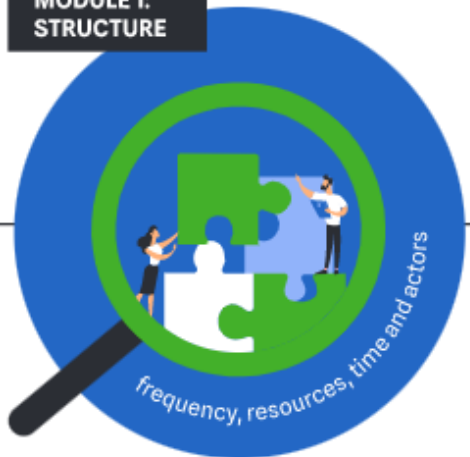
The EMMASCAN provides multiple modules to evaluate the structure, vision, current working, case management, collaboration, information sharing and expertise of your local multi-agency working (MAW). The main goal of the self-evaluation tool is to allow a quick and easy evaluation of the Multi-Agency Working in your city/municipality. For more information about the indicators and the scoring process, please consult the EMMASCAN manual and the EMMA-project research report.

[→ Go to manual](#)

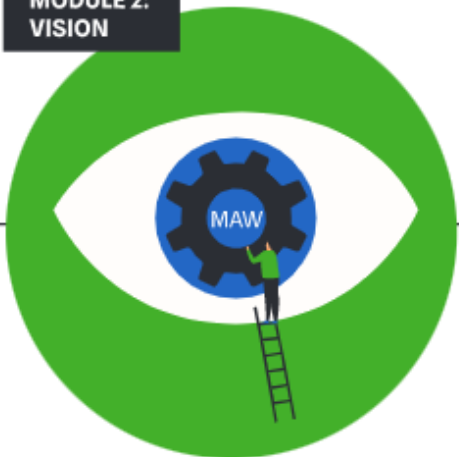


[→ Start EMMASCAN](#)

**MODULE 1:
STRUCTURE**



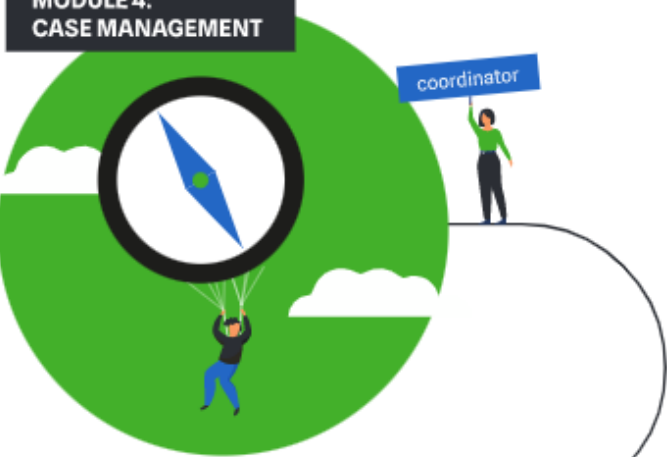
**MODULE 2:
VISION**



**MODULE 3:
CURRENT WORKING**



**MODULE 4:
CASE MANAGEMENT**



**MODULE 5:
INFORMATION SHARING**



**MODULE 6:
COLLABORATION**

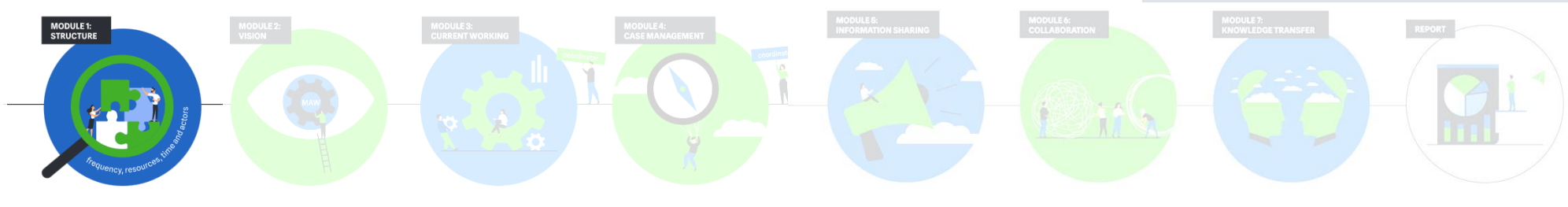


**MODULE 7:
KNOWLEDGE TRANSFER**



REPORT





How often do MAW meetings take place?

- Weekly
- Every ... weeks
- Half-yearly
- Yearly
- Ad hoc



How do you experience the frequency of the MAW meetings?

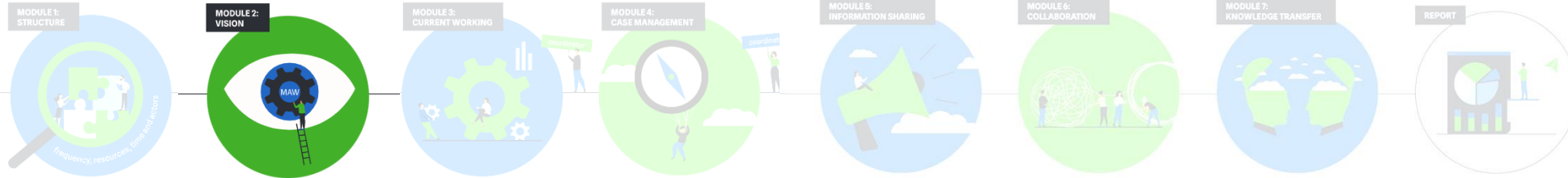
- Too few
- Sufficient
- Too much

How much time do you spend on the MAW meetings from your function? (preparatory work, meetings themselves, work afterwards...)

- ... hours/week

Structure

- Frequency
- Resources
- Time
- Actors



Progress:  [go to last completed question?](#)

CASE/SITUATION: My first case

The following items can fall under the vision/tasks of a MAW:

- Network building
- Gathering knowledge
- Creating awareness on radicalization
- Case management
- Rehabilitation
- (Early) detection of people at risk
- General prevention of radicalization
- Creating a shared language
- Follow-up
- Other:



Vision

- MAW vision
- Perception, dialogue, and reconsiderations
- Written vision

EMMASCAN



<https://emmascan.eu/>



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