

31.03.2022

EMMA conference

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



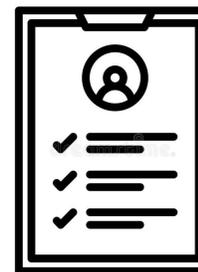
funded by the European Union's Internal Security Fund — Police



Program

09:00 – 09:15	Introduction
09:15 – 09:35	The importance of local multi-agency work as Mayor and Flemish minister for Home Affairs Bart Somers
09:35 – 10:10	Results and outcome of the EMMA project: Evaluation trajectory
10:10 – 10:45	Results and outcome of the EMMA project: Mentoring trajectory
10:45 – 11:15	Coffee break
11:15 – 12:15	Panel discussion on the future of the local multi-agency approach
12:15 – 12:30	Closing word
12:30 - 13:30	Lunch

Practicalities



Introduction

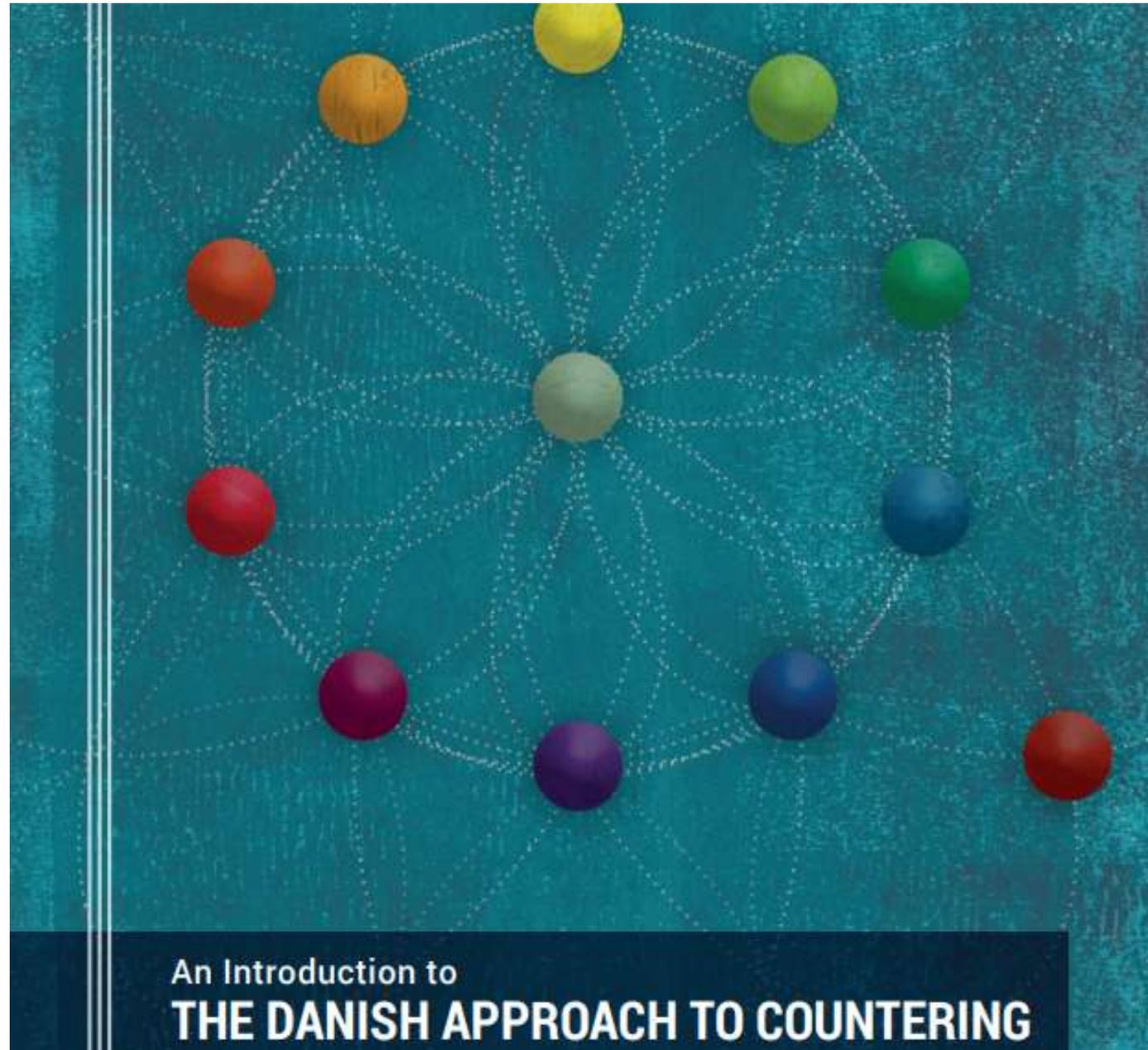
Emma above the baptismal font

Maarten De Waele



Introduction

As long as there are no evaluations to inform the debate, it will remain open to assumptions, gut feelings and opinions that are not necessarily conducive to the development of an effective approach



Introduction



WP 1

Project
Management



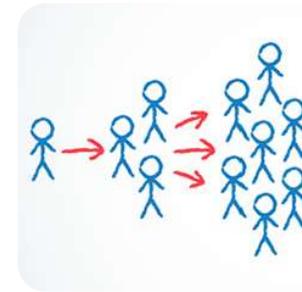
WP 2

Scientific
evaluation of
MAW



WP 3

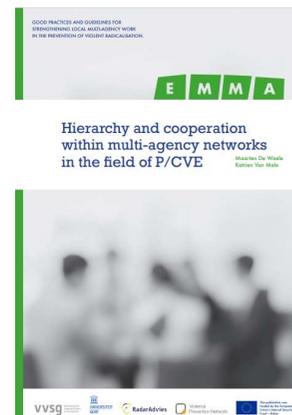
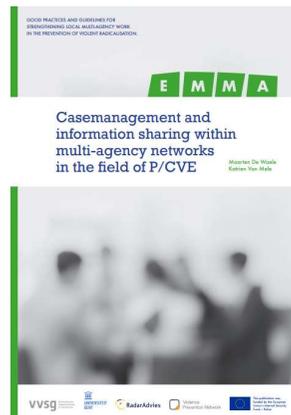
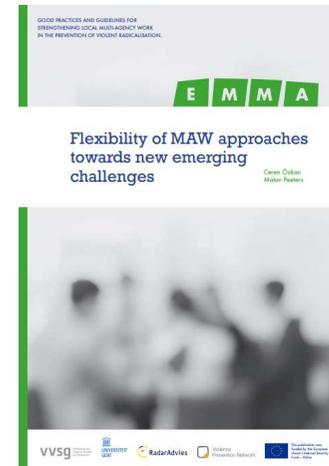
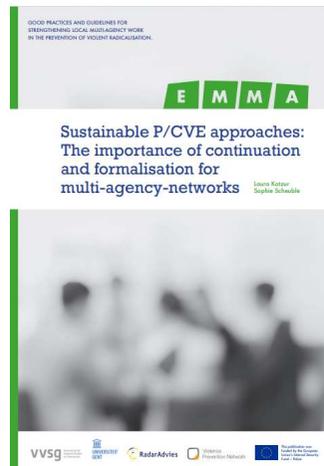
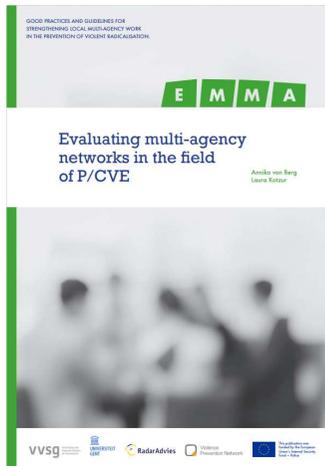
Mentoring of
MAW



WP 4

Dissemination
of results

Introduction



Source: Evaluatie & Mentoring van Multi-Agency structuren (EMMA) (vvsg.be)

Keynote

The importance of local multi-agency work

Flemish minister for Home Affairs
Bart Somers



Scientific Evaluation of MAW

Results and outcome of the EMMA project

Prof. Dr. Wim Hardyns &
Dr. Noel Klima
Ghent University



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EMMA conference



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



EMMASCAN

A self-evaluation tool for Multi-Agency Working in preventing and countering violent extremism

Presenters: Prof. Dr. Wim Hardyns & Dr. Noel Klima

Ghent University Research Team

Promoters: Prof. Dr. Wim Hardyns, Dr. Noel Klima, Prof. Dr. Lieven Pauwels

Researchers: Lien Dorme, Birte Vandaele

In collaboration with: Association for Flemish Municipalities (VVSG)

RadarAdvies, Violence Prevention Network (VPN)



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



1. What is it?

2. For whom?

3. How was it developed?

4. The tool

5. Manual

6. Official release

Contents

E M M A

What is it?

1

EMMASCAN



Online self-evaluation tool



Relatively quick and easy



Evaluation of the Multi-Agency Working (MAW) for preventing and countering violent extremism (P/CVE) in your city/municipality



Uses good practice indicators



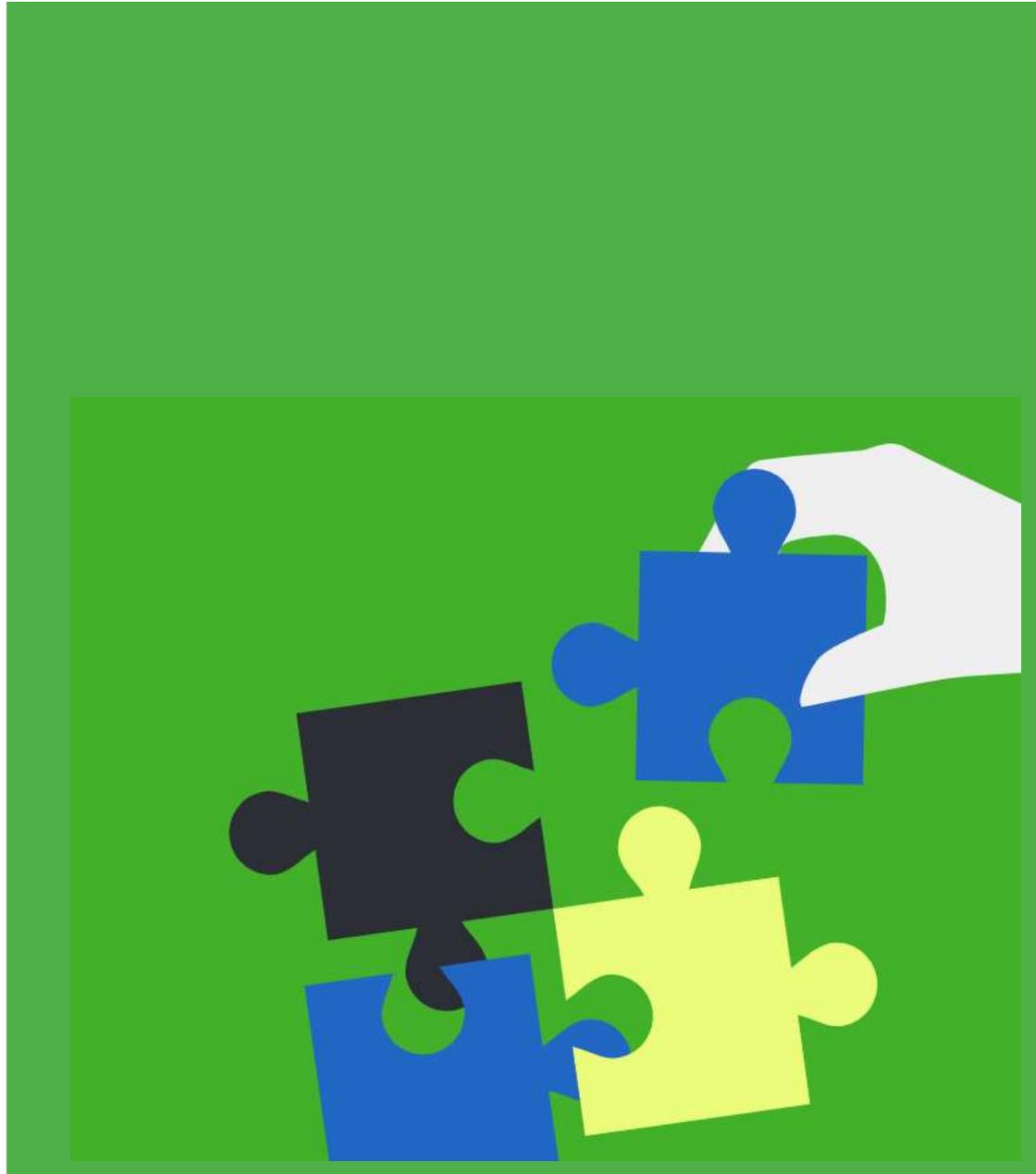
E M M A

For whom?

2

For whom?

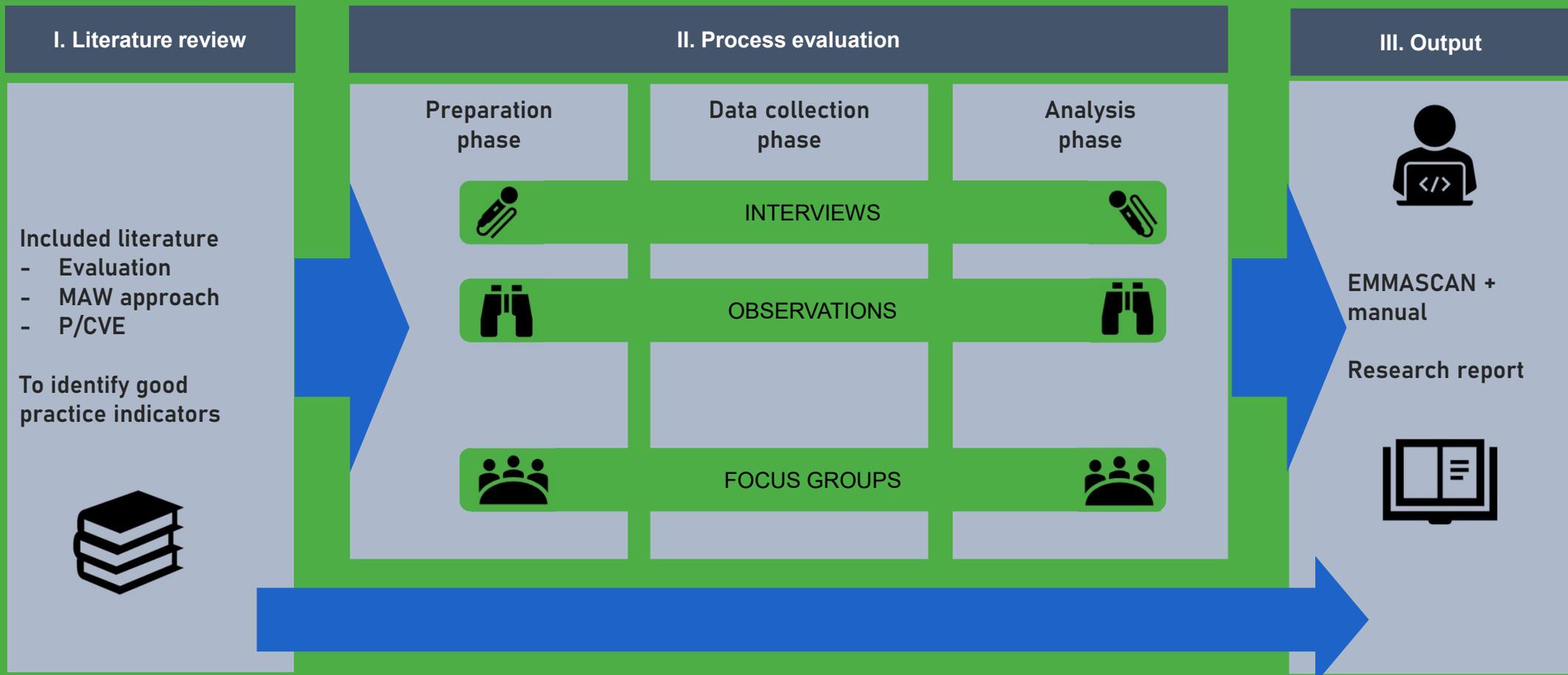
- Local practitioners & coordinators
- Participating in **MAW networks/structures**
- Targeted towards **P/CVE**



E M M A

How was it developed?

3



E M M A

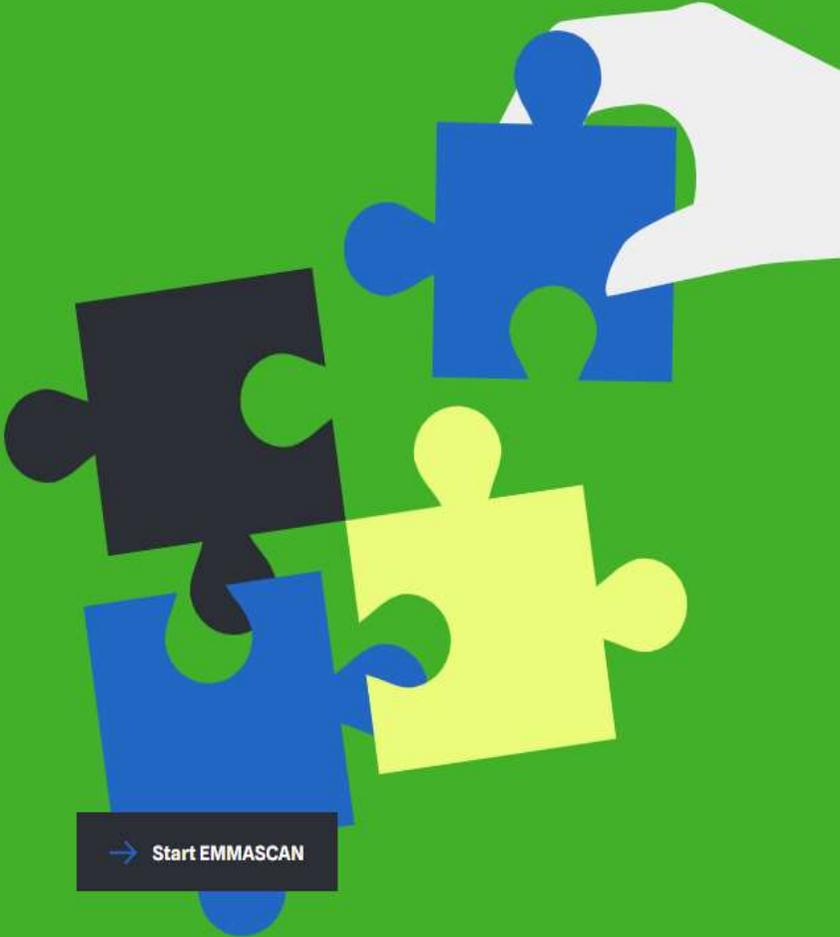
The tool

4

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](#)

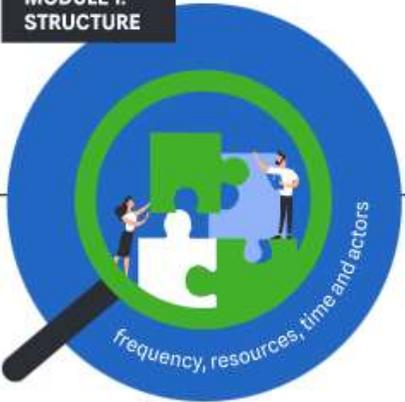


[→ Start EMMASCAN](#)

Self-evaluation process

- The coordinator makes an account, chooses two cases or situations, and is able to exclude certain modules (if desired)
- The coordinator then invites the other MAW members to fill in the tool as well
- 7 modules
- Report is provided when at least half of the invitees filled in the tool completely
- Report with results = overview of strengths and weaknesses to improve the MAW

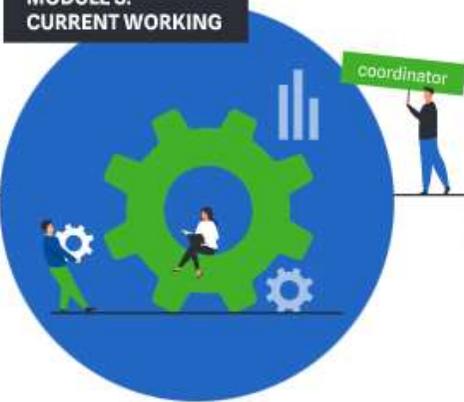
**MODULE 1:
STRUCTURE**



**MODULE 2:
VISION**



**MODULE 3:
CURRENT WORKING**



**MODULE 4:
CASE MANAGEMENT**



**MODULE 5:
INFORMATION SHARING**



**MODULE 6:
COLLABORATION**

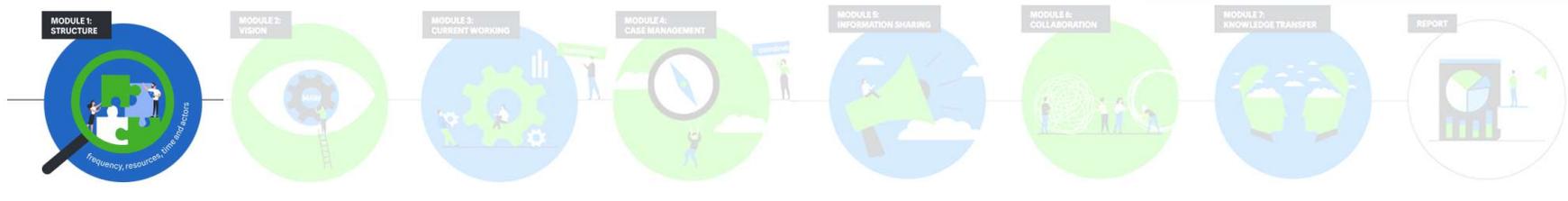


**MODULE 7:
KNOWLEDGE TRANSFER**



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

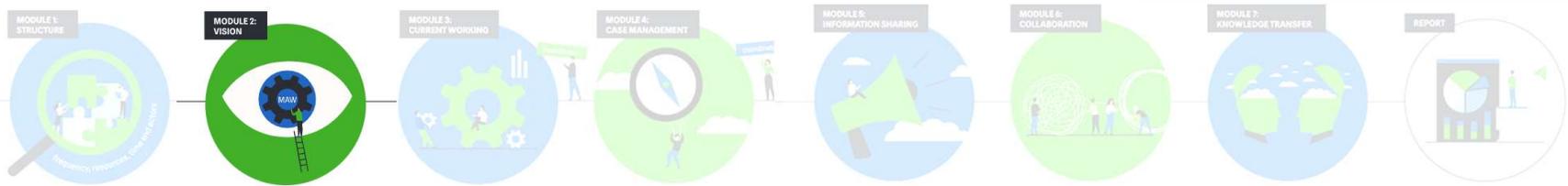
**How much time do you spend on the MAW meetings from your function?
(preparatory work, meetings themselves, work afterwards...)**

... hours/week



Structure

- **Frequency**
- **Resources**
- **Time**
- **Actors**



Progress:  go to last completed question?

CASE/SITUATION: My first case

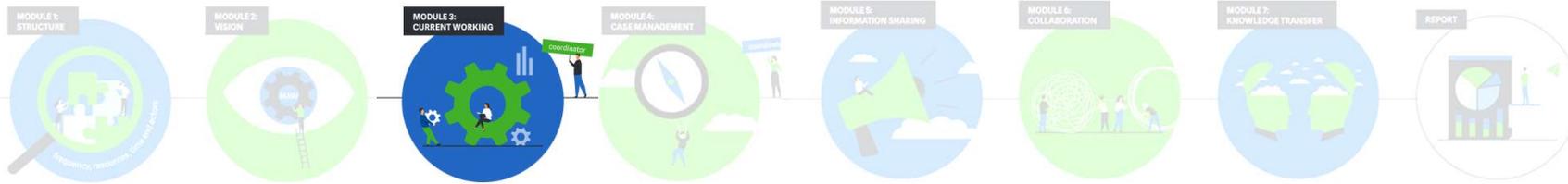
The following items can fall under the vision/tasks of a MAW:

- 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



CASE/SITUATION: My first case

If you think about the course of the case/situation presented above, what aspects went well in your view?

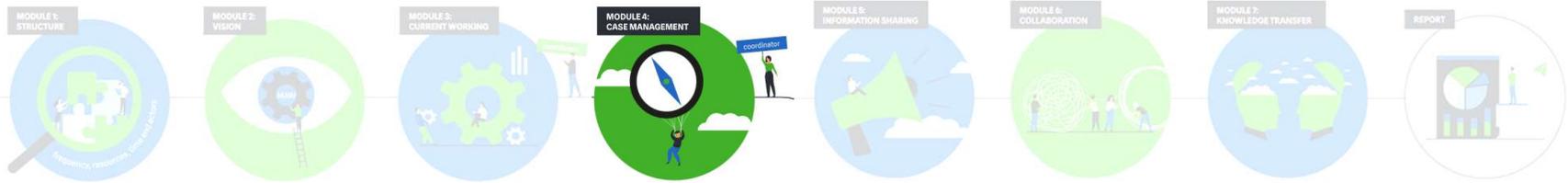
- Analysis of the situation
- Judgement of the case/situation
- Exchange of information among actors (speed/efficiency/amount of info shared)
- Decision-making (transparent decision-making, decisions clear for everybody)
- Coordinated action
- Allocation of roles and TO DO's
- Follow-up (timely updates on status)
- Systems and procedures
- General efficiency
- Communication (clear communications lines, open and honest communication, balanced communication)
- Motivation and enthusiasm of the team
- Respectful towards involved persons
- Shared vision
- Trust
- Other, such as:

Can you specify what exactly went well?



Current working

- **What went well?**
- **What could have been better?**



Was it a new case or a re-registration?

- New case
- Re-registration
- I don't know



Was there sufficient information to start with the case in your opinion?

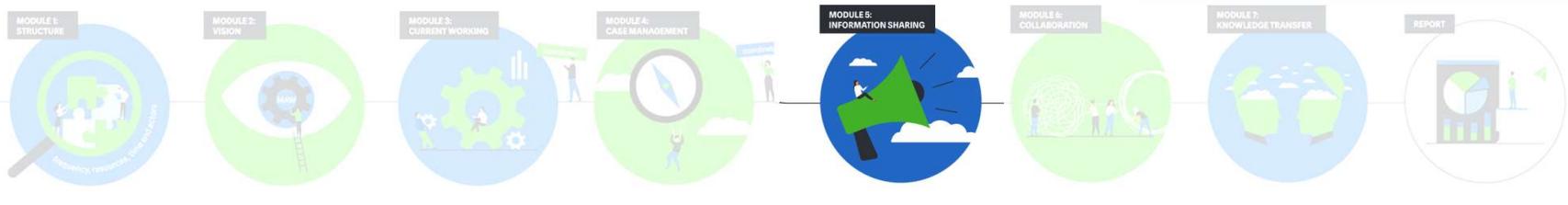
- Not at all
- Not really
- Neutral
- A little bit
- Yes, definitely
- I don't know

Did the case fall under the objectives/vision of the MAW working in your opinion?

- Not at all
- Not really
- Neutral
- A little bit
- Yes, definitely
- I don't know

Case management

- **New or re-registration?**
- **Target group**
- **Satisfaction about case handling**
- **Local context**
- **Actions on all levels**
- **Follow-up**



Are you comfortable with sharing information?

- Not at all
- Not really
- Neutral
- A little bit
- Yes, definitely
- I don't know

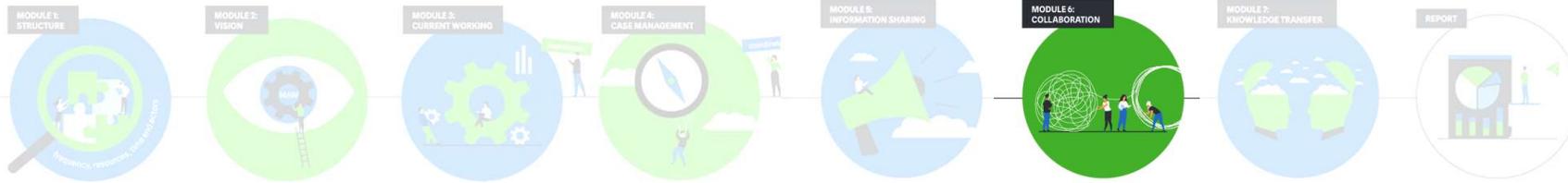


Is there an agreement (written/oral) on information sharing?

- Yes, a written agreement
- Yes, an oral agreement
- No
- I don't know

Information sharing

- **Agreements on information sharing**
- **Atmosphere for sharing sensitive information**



We can work through differences of opinion without damaging relationships

- Strongly disagree
- Somewhat disagree
- Neutral
- Somewhat agree
- Strongly agree

Communication is open and honest

- Strongly disagree
- Somewhat disagree
- Neutral
- Somewhat agree
- Strongly agree

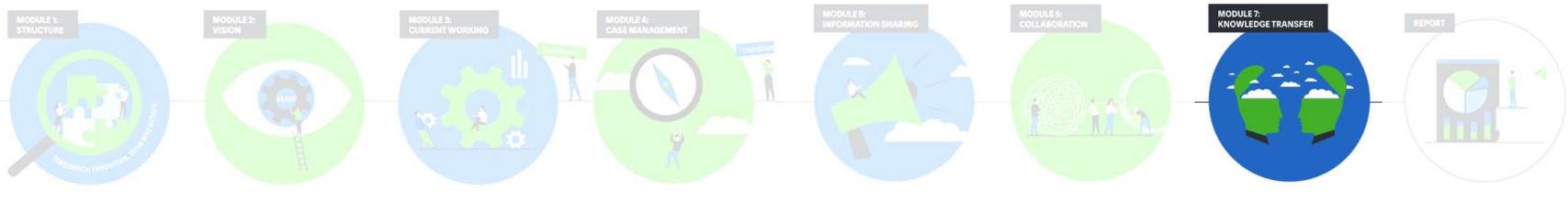
In this MAW people will keep their word

- Strongly disagree
- Somewhat disagree
- Neutral
- Somewhat agree
- Strongly agree



Collaboration

- **Attitudes**
- **Motivation**
- **Atmosphere**
- **Horizontal collaboration**



In your opinion, are you up to date with the societal evolutions in the area of radicalisation?

- Not at all
- Not really
- Neutral
- A little bit
- Yes, definitely
- I don't know

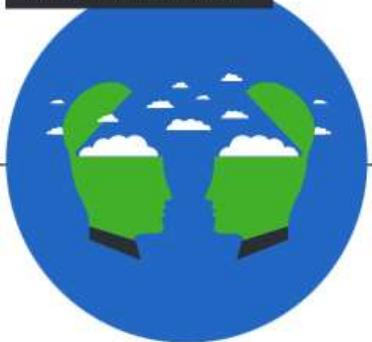
Do you think the other MAW actors are up to date enough with the societal evolutions in the area of radicalisation?

- Not at all
- Not really
- Neutral
- A little bit
- Yes, definitely
- I don't know



Expertise

- Up to date knowledge
- Need for knowledge

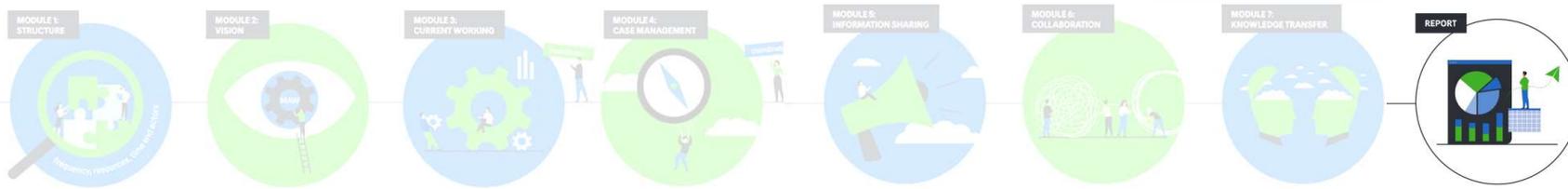


Do you experience a need for a certain knowledge?

- Yes
- No
- I don't know



Do you have any additions or reflections?



Per question, it will be possible to see how many times a question was ticked; for scale items, a gauge meter will be used 

One of the main purposes of the report is to initiate possible discussions and thus to strive for (even) better collaboration of your Multi-Agency Working

Report

Dia 31

BV0 Magelaan kon hier nog niks van tonen helaas...
Birte Vandaele; 2022-03-29T21:02:15.768

E M M A

Manual

5

Manual

Guidelines about the tool for the coordinator

Practical instructions for the coordinator on how to create an account, how to exclude certain modules (if desired), and how to invite the other MAW members

Instructions on how to choose the two cases or situations for module 3 (current working) and module 4 (case management)

E M M A

Official release

BV0

6

Dia 34

BV0

Nog een datum toevoegen. Eind mei?

Birte Vandaele; 2022-03-29T21:01:35.728

EMMASCAN will officially be released at the end of the EMMA-project on 30 April 2022

Each participant of the conference will be notified individually by email

Contact: emmascan@ugent.be



Q & A

The EMMA Ghent University Team

Mentoring of MAW

Mentoring trajectory

Ariane Wolf (Co-Director of the International Department Violence Prevention Network)

Katrien Van Mele (VVSG)



Introduction: mentoring and connecting multi-agency structures

Goals of the session:



1. **Share** the **most interesting insights** from 2 years of work with cities in Belgium, the Netherlands and Germany
2. **Illustrate** how some of the complex challenges ahead have been **tackled by local MAW**

Let's start! Video on EMMA Mentoring

What to keep in mind: Networking in times of COVID-19

- Importance of continuation and meeting **frequency**



- Being mindful of the overall **workload**



- Targeting content to closely match current **interests and needs**



Lessons learned: Formats

- Different formats for different needs: **networking, inspiration, exchange, in-depth advice, topical input**
- **Peer-to-Peer Meetings:** first-language exchange and network-building 
- **Mentoring and bilateral exchange:** ensuring individual follow-up and in-depth topical exchange
- **International Exchange Platforms:** tackling shared topics internationally 

X = afwezig

X = gedeeltelijk aanwezig (of mee bezig)

X = aanwezig

	Element	Score
1.	Een vaste en deskundige kernvertegenwoordiging bij het casusoverleg. Dit om met vertrouwen met elkaar te kunnen werken (versterkt informatiedeling) en omdat dit bijdraagt aan de kwaliteit van duiding en aanpakken.	
	a) GGZ (in Eindhoven bijv. vanuit <u>bemoeizorg</u>) als standaard partner aanwezig bij het casusoverleg.	
	b) Deelname van een functionaris van de AIVD binnen de casusstructuur, op basis van duidelijke afspraken over rollen en verantwoordelijkheden.	
2.	Goede banden met netwerken , zowel met professionele organisaties als zorgpartijen, jongerenwerk, onderwijs etc. als met maatschappelijke partners als religieuze instellingen en zelforganisaties. Vertrouwen vanuit deze organisaties, zodat ze zich veilig voelen signalen te delen of bespreken.	
3.	Goed contact met en gebruik maken van nationale organisaties als de NCTV en de ESS.	
4.	Duidelijke rolverdeling tussen de verschillende partners, met goede afspraken over verantwoordelijkheden. Vb.: <u>CTER infocel</u> draagt verantwoordelijkheid voor het vergaren en waar nodig delen van	

Lessons learned: Formats

- Different formats for different needs: **networking, inspiration, exchange, in-depth advice, topical input**
- **Peer-to-Peer Meetings:** first-language exchange and network-building 
- **Mentoring and bilateral exchange:** ensuring individual follow-up and in-depth topical exchange
- **International Exchange Platforms:** tackling shared topics internationally 

Main lessons learned: success factors

- The importance of **relationships & networks**



- Being very explicit about your **role, scope and vision** as multidisciplinary team



- **Knowledge, knowledge, knowledge**

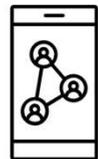


- **Standardization, monitoring and evaluation**



Main lessons learned: challenges

- Finding the right approach to **online prevention work** with **Sabrina Beckmann**



- **Staying up-to-date** to new emerging challenges with **Indra Lodiers**



Coffee break



Panel discussion

The future of the local multi-agency approach towards violent radicalisation from a local, regional, national and European perspective

Moderator: Dr. Thomas Renard

Anneli Portman, Ran Local co-chair

Birkan Calik, NCTV

Wim Dries, Mayor of City Genk/ VVSG

Ariane Wolf, Co-Director International Department Violence Prevention Network



Closing word

Letter to EMMA

Maarten De Waele







Thank you for attending the EMMA conference!



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