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Evaluation of the Toolkit: Embedding Organisational Learning into Urban Security Practices



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1. Introduction

This deliverable aims to present the results of the evaluation process. The evaluation process was conducted in each of the six partner cities during the IcARUS project's tool development phase (WP3) and demonstration phase (WP4). Thus, this deliverable focuses on an in-depth examination of the evaluation findings, illustrating how the tools were assessed in various urban settings.

Section 1 outlines the content and scope of the report, before introducing the value of evaluation and the importance of organisational learning as part of wider problem-solving methodology. Section 2 focuses on the specific methodologies used across the six cities. Section 3 presents the analyses of the data collected which will be assessed to key performance indicators that were developed during co-creation sessions with each city by partners like EUR and Efus. An overall evaluation of the toolkit will also measure the inclusion of IcARUS principles, including technological and social innovation, conflict resolution, sustainability, trust, ethics, gender-inclusivity, and support of political leadership. The evaluation consists of comparing the results of the tools to these indicators. The evaluation of the toolkit will aid in understanding how cities and stakeholders have interpreted the development, highlight points of improvement in different areas, and assess if the initially established requirements have been met. Obtaining this information is vital for the transferability of the process.

Section 4 will summarise the reflection and learning obtained during the evaluation process. It will provide important insights and lessons for building a culture of organisational learning and tackling challenges and limitations when doing so and then offer a series of recommendations. Firstly, it offers recommendations for each of the six urban security tools produced, secondly, for the development of human-centred preventative approaches to urban security and thirdly, for the implementation of evaluation processes within urban security programmes design, delivery and implementation.

The Value and Importance of Evaluation

The IcARUS *State of the Art Review* of research¹ found that despite considerable advances over the last 30 years, the urban security knowledge base lags behind other fields of public policy. The knowledge that has been accumulated is not being implemented or applied in any

¹ Crawford, A., Donkin, S. and Weirich, C.A., (2022) *The Changing Face of Urban Security Research: A Review of Accumulated Learning*, IcARUS Project Deliverable 2.1 - <https://www.icarus-innovation.eu/d2-1-the-changing-face-of-urban-security-research-a-review-of-accumulated-learning/>

coherent or systematic fashion. Most practices are not rigorously evaluated and, even where they are, many innovative practices are not mainstreamed or sustained over time. The Review concluded that: 'Urban security interventions, generally, are poorly informed by the research evidence base, infrequently clarify the theories of change that are intended to inform their desired beneficial outcomes, inadequately or inappropriately implemented and seldom involve rigorous evaluation, such that wider lessons might be learned' (Crawford et al. 2022: 2). Moreover, there were considerable disconnections and gaps between the growing evidence base and existing urban security practices across Europe, as highlighted by the IcARUS *Inventory of Practices*.² In essence, a culture and practice of evaluation and lesson learning built into the design, delivery and routine operations of urban safety innovations, tools and strategies remains distinctly uneven and embryonic at best. A genuine culture of evaluation is one that is committed to using research and evaluation findings to inform (inter-)organisational decisions, policies, strategies and practices. Organisations with a robust culture of evaluation and research deliberately seek to collect and analyse evidence across the policy cycle to inform the design and delivery of urban security programmes and inter-organisational strategies. A culture of evaluation is evidenced and supported by social practices that enable the identification, understanding and analysis of specific problems and innovative strategies designed to address these through structured problem-solving processes. Notably where these are institutionalised in routine ways that enable iterative cycles of experimentation, learning and improvement. Within such a culture, organisational efforts to build effective evaluation and research activities are embedded within administrative processes that are regularly monitored and periodically strengthened.

Evaluation in urban security, rather like evaluation in other domains of public and urban policy, serves a number of purposes. Some time ago, Eleanor Chelimsky (1997)³ identified three broad reasons for undertaking evaluation:

1. Evaluation for **accountability** (e.g. measuring results or efficiency);
2. Evaluation for **development** (e.g. providing evaluative help to strengthen institutions); and
3. Evaluation for **knowledge** (e.g. obtaining a deeper understanding in some specific area or policy field).

² Rettig, J., Morales, T., Coen, I. and Jeanty, N., (2022) *Report Describing the Inventory of Practices, Tools and Lessons Learnt*, IcARUS Project Deliverable 2.2 - <https://www.icarus-innovation.eu/d2-2-report-describing-the-inventory-of-practices-tools-and-lessons-learned/>

³ Chelimsky, E. (1997) 'Thoughts for a new evaluation society', *Evaluation*, 3(1), 97-118.

Evaluation for accountability generally involves providing information about effectiveness and efficiency. By contrast the development perspective, which usually includes process evaluations, are generally conducted to understand and improve the performance of particular institutions or procedures. Finally, the knowledge perspective is concerned with increasing understanding of ‘the factors underlying public problems, about the “fit” between these factors and the policy or program solution proposed, and about the theory and logic (or their lack) that lie behind an implemented intervention’ (1997: 103).

Each of these purposes accords more-or-less to different professional groups, their values and interests. Evaluation for accountability - sometimes referred to as ‘evaluation for legitimacy’⁴ - is of interest to administrators and political leaders who want to be sure that public money is being well spent. They are interested in results showing effectiveness and efficiency. Their defining priorities are likely to be ‘speed, certainty and economy’ – preferably all at the same time. They are keen for innovations to ‘work’ and will want to be personally associated with simple successful solutions that can easily be conveyed to the public. As such, they are less interested in equivocal findings and complexity. They generally want, what American Senator Muskie in 1975 described as, the ‘one-armed scientists’ having tired of scientific advisers proclaiming: ‘On the one hand, this’ and ‘On the other hand, that’.⁵

By contrast, evaluation for knowledge is what the scientists, academics and researchers tend to hold dear. They are often most interested in methodological rigour, complexity and a deeper understanding of cause-and-effect relationships where possible that might push forward the boundaries of knowledge in some specific area or policy field and that can be written up in scientific papers with all the necessary rigours and qualifications.

Evaluation for development is focused on providing evaluative help to strengthen institutions and build organisational capabilities, skills and know-how. As such, it is more the preserve of the practitioner who is keen to ensure improvements in practices, service delivery and outcomes to end-users and beneficiaries. They are less concerned with the quality of the evidence, which for them derives from their daily practices.

One of the problems – as noted in the *State of the Art Review* - is that evaluation has largely been seen as the domain of the ‘scientists’ with their hierarchies of evidence, quest for methodological rigour, focus on ‘internal validity’ and preoccupation with the relationship between intervention and an outcome. Hence, most of the evaluation research is written by

⁴ Luke, B., Barraket, J. and Eversole, R. (2013) “Measurement as legitimacy versus legitimacy of measures: Performance evaluation of social enterprise” *Qualitative Research in Accounting & Management*, 10(3-4), 234-258

⁵ David, E.E. (1975) ‘One-Armed Scientists?’ *Science*, 29 August, 189(4204), 1.

researchers for other researchers. It tends to focus on exploring certain narrow questions, often to the exclusion of wider contextual factors and organisational learning of the kinds that are of interest and value to both administrators and practitioners. From the perspective of the administrator and the practitioner, evaluation is often viewed as expensive and time consuming in ways that detract from the actual delivery of innovations. As a result, there has persisted a lack of a professional culture of self-evaluation, a reluctance to learn from experimentation - often due to a risk aversion – and a lack of evaluation expertise among many within urban security practitioner communities.

These multiple purposes of evaluation are all valid and can coexist. However, there can also be some considerable tensions between them. There is clearly a greater need for the diverse professions with their distinct interests to better understand the limitations and constraints of other parties' motivations, values and priorities. To this effect, the IcARUS project the project emphasises the active involvement of practitioners in the evaluation process, and this approach ensures that the tools are tailored to address local challenges and encourages practitioners to independently evaluate their own initiatives. Hence, IcARUS was designed to accommodate the different professional and organisational needs, given the multi-sectoral nature of the consortium. At the same time, it sought to foreground organisational learning as the basis for a sustainable culture of iterative improvement through research informed, human-centred design.

In what follows, we set out the methods, data collection and findings of the evaluations adopted to learn from and through the tool design, demonstration and implementation in each of the six partner cities. In the conclusions of this report, we return to broader themes about the learning from across the consortium with regard to how best to foster a sustainable culture of evaluation and problem-solving across multi-stakeholder partnerships engaged in urban security across Europe.

2. Methodology

This section explains the steps taken to evaluate the toolkit developed in the IcARUS project within each of the six partner cities and assess their implementation and impact within the limited timescale available.

To evaluate the toolkit developed, the University of York (UoY) and Erasmus University Rotterdam (EUR) collaborated to develop surveys and interview guidelines. The surveys and interview guides were developed against the background of key performance indicators established by EUR with the partner cities and Efus contribution for the IcARUS project. EUR and UoY also held separate co-creation sessions with each city to devise adequate success indicators for the different contexts. Tools were then evaluated in light of the contextualised success indicators. Each city collaborated with the UoY, EUR, and Efus in conducting the evaluation process, as well as being responsible for the collection of evaluation data. This process of co-creation is reflective of the design thinking methodology adopted across each of the six cities in developing their tools, which is explored in detail within deliverable 3.7, where collaboration and inclusion are key aspects for fruitful outcomes.

Within the constraints of time and resources, the IcARUS evaluations as a whole were informed by a number of overarching, guiding principles and priorities. The first underscored the importance of organisational learning as a priority. As such, the evaluation sought to improve existing frameworks and strategies in place across the six cities and where possible to inform wider city-level strategies, partnership structures and ways of working, both in the present and in the future. It also sought to identify any wider training needs and generally foster research informed practices.

Second, the evaluation was intended to minimise the workload demands on practitioners and the resource implications for the city authorities and their partners by exploiting, where possible, existing processes of data collection and exploiting the evaluation potential of established mechanisms and routinely collected data. A third priority related to the feasibility of the evaluation and any associated data collection. This encouraged the development of practical, effective and robust methodologies that sought a judicious balance of resource costs and outcome benefits. This also underscored the focus on practical solutions and effective recommendations that align with the ultimate aim of organisational learning and improvement. The fourth priority focused on tool sustainability. As such, it centred on tool user needs (those delivering and receiving the tools), evidence of good practice and fostering long-term change. In contrast, to the prevailing tendency for tools and innovations to be time-bound projects that are unsustainable and rarely mainstreamed, the intention here was to build capacity, assets and resources that might endure across time, or at least where the learning might be sustainable.

Uniting all four priorities was the ultimate aim of using the tool design, development and assessment as a means of fostering a culture of ongoing (self-)evaluation and organisational learning.

The collection of data for the evaluation of each tool was spread over three distinct phases. The first covered the **training** delivered to support the implementation of each tool and focused on how best to inform, assist and empower those responsible for its delivery. The second phase covered the tool **demonstration** and focused on learning-through-doing and from the practical challenges of implementing the tool by balancing the aims and objectives against the needs and experiences of the end-users. The third phase focused on initial **outcomes** and the collection of available output and impact data that allowed any meaningful assessment of the benefits achieved from the tool and how these might be sustained over time. The data collection period began in November 2023 and ran through to the beginning of July 2024. From this point, the cities have taken ownership for the collection and analysis of relevant data which enables them to further understand and develop their tools, with the framework of this evaluation supporting them.

In line with the above, the evaluation started at the training sessions of each city's tool implementation, which took place at different times based on the city context and timelines, across the period April 2023 - April 2024. In agreement with the cities, EUR and UoY chose mainly to collect data through the administration of surveys.

Surveys were selected as the primary data collection method for several reasons, including, the ease of implementation for cities, the ability to use a single evaluation technique for all participating cities, and the ability to have a uniform evaluation method among cities. In light of these benefits, surveys were deemed reliable and effective for obtaining in-depth feedback and insights. Cities' collaborators and workers administered surveys to gather the participants' feedback and future expectations from the tool at the training sessions in Lisbon (January 2024), Turin (November 2023), Rotterdam (January 2024), Riga (January 2024), Stuttgart (December 2023) and Nice (December 2021).

Demonstration of the toolkits first occurred at planned events following the training sessions. These were intended to be learning occasions that allowed those implementing the tools to assess any desired changes or adaptations arising through implementation of the tools at the events. At demonstration events, such as Lisbon (April 2024) and Nice (May 2024), surveys were administered to assess participants' understanding and perceived effectiveness of the tool. City workers in Turin (May 2024) and Riga (April 2024) administered surveys to selected participants, focusing on municipality workers, associations present, and IDIAP. Interviews were conducted with stakeholders in Rotterdam (February 2024) and Stuttgart (April 2024), on top of administering surveys to participants of the tools. Outcome interviews with stakeholders were also conducted in Nice (July 2024), Riga (July 2024), and Stuttgart (July 2024).

As a number of the data collection methods utilised existing data sources, which had been approved by the cities and their stakeholders, consent for the collection of data had already been obtained through stakeholder engagement. This data was stored within the private IcARUS google drive, in line with the approved storage procedures for the project.

Additional measures were taken to obtain consent for interviews through the provision of an information sheet (via email) which outlined the expectations of participation, the collection of data via voice or video recording, the transcription and storage of data, and its use within the evaluation deliverable and related outputs linked to the IcARUS project. Interviews were optional and conducted at a time convenient to participants. Participants were required to give verbal consent at the beginning of the interview, in addition to signing the consent form, approved by project coordinators Efus, in line with theirs, the EU's and the University of York's ethical guidelines. Interviews were translated (where necessary) and transcribed by an approved supplier of the University of York, with recordings deleted once the transcription had been received. Whilst participants are not named within this deliverable, they are not anonymous, given the capacity to cross identify them within other deliverables and project outputs. However, no benefit is found from directly naming individuals, so their role / organisation is used to identify them within this deliverable.

This deliverable contains the results of the analyses of the data collected during the training and demonstration phases in each city, and the outcome phase of delivery, illustrated in Section 3. EUR evaluated data collected by the cities of Lisbon, Turin, and Rotterdam, while UoY analysed the data collected by the cities of Nice, Riga, and Stuttgart. The evaluation of the toolkit will be conducted against the background of each tool's success indicators.

3. Toolkit Evaluation

This section presents the data gathered using a variety of data collection methods from each of the six partner cities, in line with the priorities and principles set out earlier. The data are presented in graphs, figures, tables and pie charts and subsequently analysed in relation to the key performance indicators, identified in deliverable 3.5. The evaluations conducted in each city and their findings are presented in turn, commencing with the three cities where the evaluation was led by EUR - Lisbon, Rotterdam and Turin - followed by the three cities where the evaluation was led by UoY - namely Nice, Riga and Stuttgart.

3.1. Lisbon

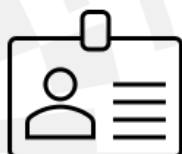
The Lisbon tool is called Youth Design Lisbon or, in Portuguese, *Jovem Design Lisboa* (JDL) and is designed to target the problem of juvenile delinquency. JDL targets young participants, between the ages of 11-19 years who are identified as “at risk of offending” by the police, may be excluded from school, or live in communities experiencing insecurity. JDL is a design-oriented approach aimed at engaging young people in community safety. The JDL program engages these young participants in identifying and developing solutions to problems in their community and aims to improve their relationship with not only their local community but also with police officers. It further aims to support young people in gaining useful life skills and knowledge which is particularly beneficial to those excluded from mainstream education. JDL spans over 12 weeks during which program, individual teams meet together to research problems in their local area, generate ideas, and develop a solution. In the end, the young participants presented their solutions at a high-profile showcase event to a panel of judges.

3.1.1. Evaluation process

To assess the tool developed for the city of Lisbon, a survey was administered by municipality workers during the training phases to ask participants (youth monitors, police mentors and Municipal Police) how they felt about the tool development and its impact on urban security. In addition, surveys were administered before and after the demonstration event to 33 youth workers and youngsters involved with the project. These surveys addressed participants’ understanding of the tool, further inspected opinions, and gathered feedback. The methods engaged with the following participants, who consented to sharing their experiences of the tool:



Youth Participants



Youth Monitors



Police Mentors



Municipal Police

3.1.2. Training session

The training session survey was answered by 20 participants from various stakeholder groups including the municipal police, the police mentors, and the youth monitors. The survey comprised 7 close-ended questions and one open-ended question aimed at indicating which organisation the participant belongs to.

The youth participants were only administered a survey in the demonstration phase as they did not receive any training. The training was provided for the police, police mentors, and youth monitors so they could successfully mentor the youth participants during the Jovem Design Lisboa initiative. The 20 responses to each question are presented in the pie charts below.

The analysis of the survey administered to the youth workers during the training sessions shows overwhelmingly positive results. The participants all completely agree or agree with statements one through five reflecting a strong understanding of the Jovem Design Lisboa program.

Statement 1: I understand how JDL works

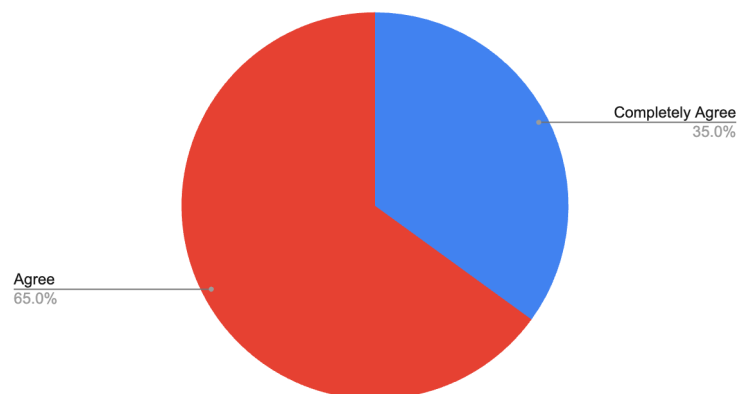


Figure 1. Pie chart of statement 1 from Lisbon's training session survey.

Participants also showed confidence in not only their skills but in the capacity of the program to improve the situation in Lisbon, engage young people, and prevent juvenile delinquency.

Statement 2: I understand what I will have to do and I feel prepared to work with this initiative

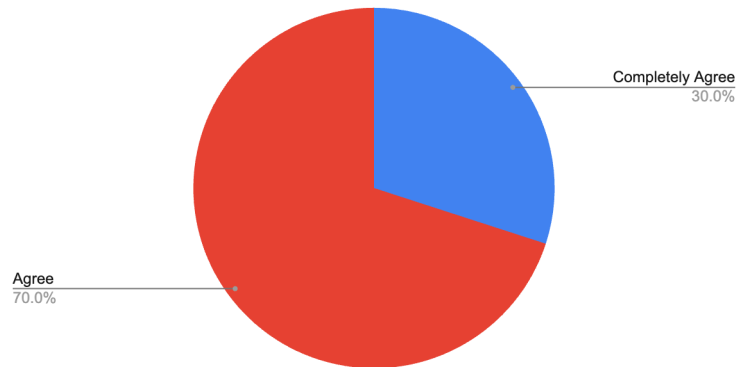


Figure 2. Pie chart of statement 2 from Lisbon's training session survey.

Statement 3: I believe JDL delivers a positive impact in the community and generally in Lisbon

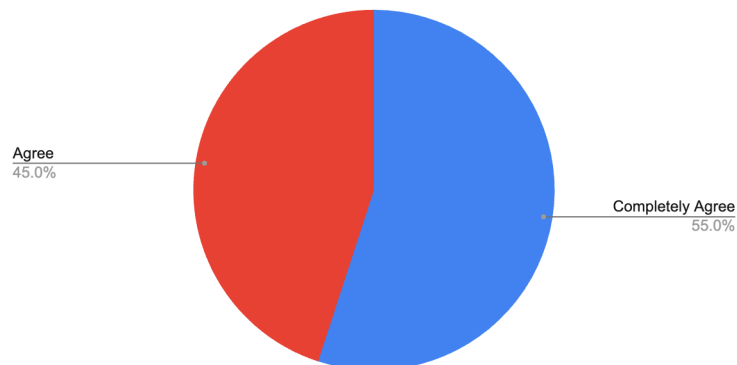


Figure 3. Pie chart of statement 3 from Lisbon's training session survey.

Statement 4: I believe JDL is useful for preventing juvenile delinquency in Lisbon

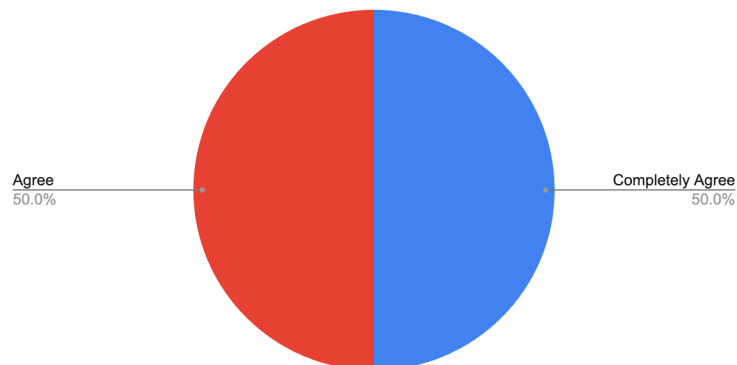


Figure 4. Pie chart of statement 4 from Lisbon's training session survey.

Statement 5: I am confident that youth groups in Lisbon will engage with JDL

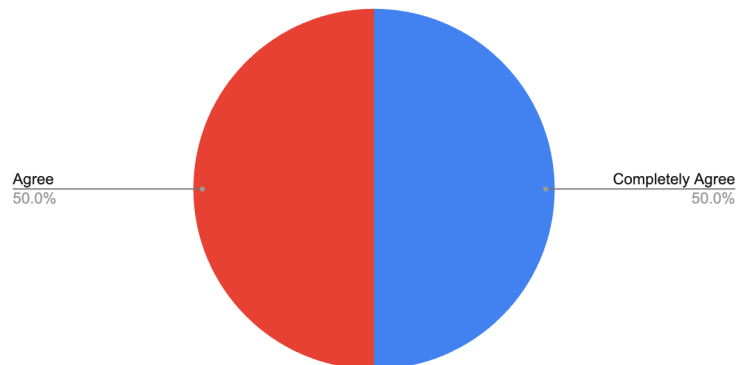


Figure 5. Pie chart of statement 5 from Lisbon's training session survey.

Only statement n.6 "I am confident JDL will equip me with the capacity to better engage in public events and initiatives" and n.7 "I am confident in delivering a socially inclusive approach within JDL" had a "neutral" response. However, in both only 5% of the participants felt neutral about these statements while the rest agreed or completely agreed, thus reaffirming the highly positive reception of the Jovem Design Lisboa initiative among the youth workers.

Statement 6: I am confident JDL will equip me with the capacity to better engage in public events and initiatives

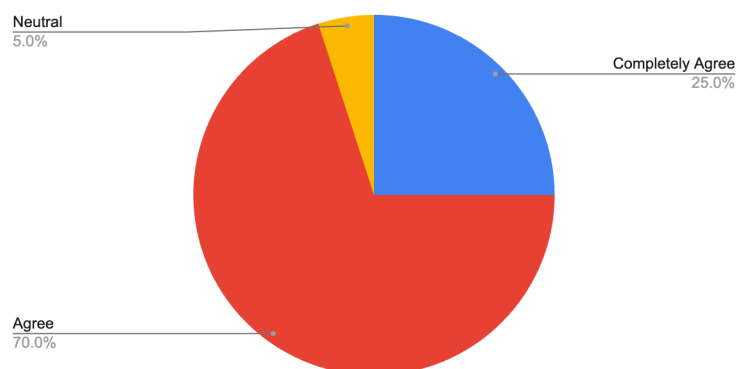


Figure 6. Pie chart of statement 6 from Lisbon's training session survey.

Statement 7: I am confident in delivering a socially inclusive approach within JDL

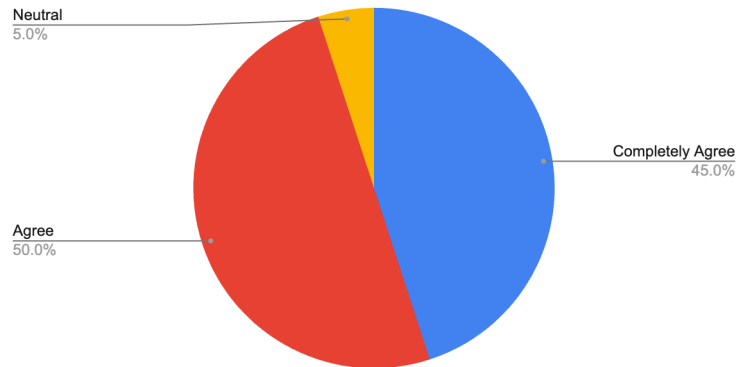


Figure 7. Pie chart of statement 7 from Lisbon's training session survey.

Consequently, the survey analysis against the key performance indicators further shows overwhelmingly positive results. The quality of mentorship indicators relates to the youth workers' strong understanding of and confidence in the Jovem Design Lisboa initiative and its inclusivity. Moreover, most participants agree that the Jovem Design Lisboa programme will equip them with the capacity to better engage in future public events. Similarly, as a part of the empowerment and engagement of the youth, this survey shows a highly positive belief that the Jovem Design Lisboa will positively impact the community and engage the youth groups in Lisbon. As for the tool's usefulness for end-users, all participants believe that Jovem Design Lisboa will be useful in preventing juvenile delinquency. In conclusion, both the overall and indicators analysis of this survey produce highly positive results and reflect how well received the Jovem Design Lisboa initiative was.

3.1.3. Demonstration phase

During the demonstration phase, the surveys were administered to 3 different groups including police mentors, youth monitors, and the youth participants. Considering the demonstration session comprises qualitative survey analysis, there were 2 surveys administered, one at the beginning and one at the end of the demonstration phase. These are two comparative surveys that were administered. The comparative survey analysis was conducted by EUR and is presented in the data analysis below. This also explains the change in the survey administered to the youth participants as more questions were added to gain a deeper understanding of the opinions and experiences of the youth participants.

For the demonstration session, bar charts are utilised to present the data of the qualitative survey analysis as they provide a clear and straightforward way to compare different categories.

The first group is the one of the police mentors, and the initial survey received 4 responses meanwhile the final survey only received 2 responses. Since every response in the final poll has a greater influence on the total percentages, this decline in response rate may have an impact on how percentages are interpreted. The responses for the initial survey are shown in blue, meanwhile, the responses for the final survey are shown in red.

The effect of each response in the final survey is increased by a reduction in responses from 4 to 2. Certain trends, like the perceived support from the Polícia Municipal de Lisboa, are continuous, but there is variability in others that could be less noticeable with a larger sample size. It is important to take into account the weight of individual responses in smaller sample sizes.

However, the comparative analysis of the surveys administered to the police mentors during the demonstration phase of the Jovem Design Lisboa programmes reveals several interesting trends. Namely, the feelings of active involvement, preparedness to successfully contribute, and feelings of support from the municipal police remained the same across these two surveys as all participants agreed with these statements.

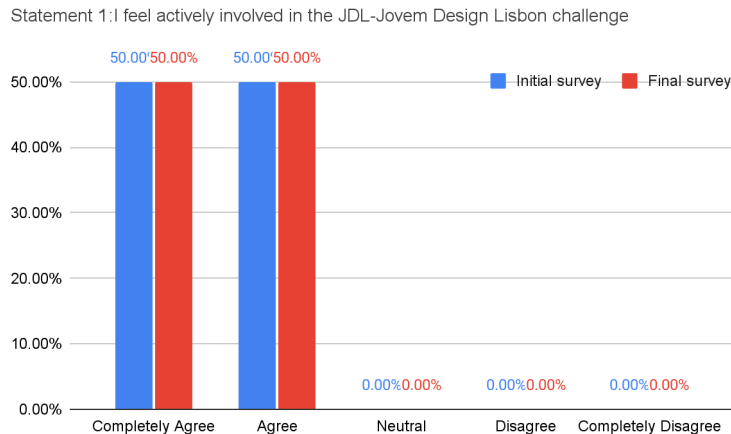


Figure 8. Bar chart of police mentors' answers to statement 1 from Lisbon's demonstration session surveys.

Statement 3: I feel prepared to successfully contribute to the implementation of the JDL challenge

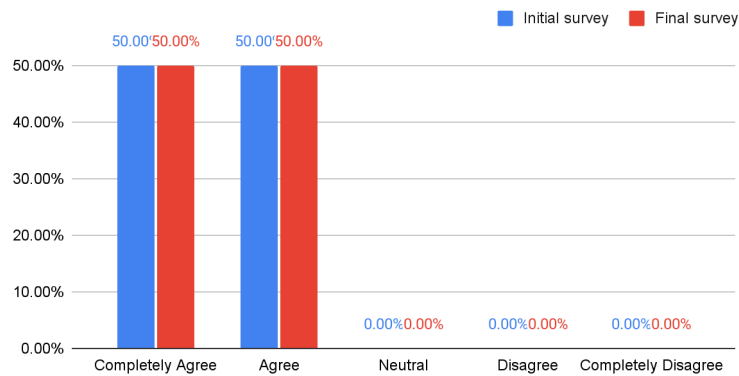


Figure 9. Bar chart of police mentors' answers to statement 3 from Lisbon's demonstration session surveys.

Statement 7: I feel supported by the Lisbon Municipal Police/CML to overcome possible challenges in implementing the JDL

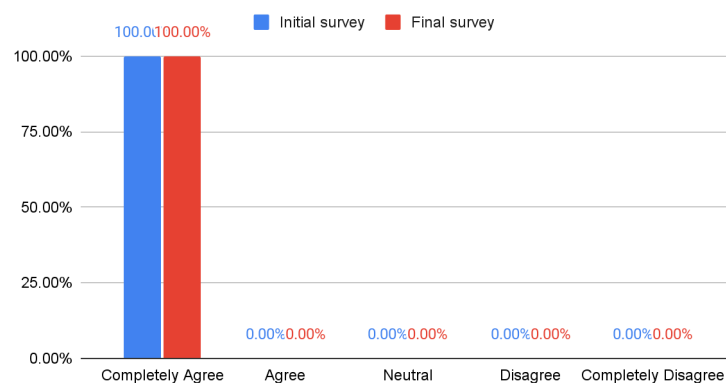


Figure 10. Bar chart of police mentors' answers to statement 7 from Lisbon's demonstration session surveys.

Meanwhile, feelings of confidence in their abilities and confidence in the Jovem Design Lisboa's capacity to engage young people have increased as more participants now completely agree with these statements.

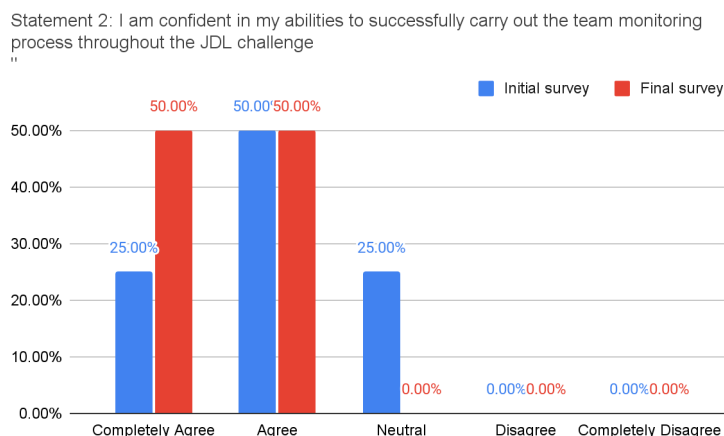


Figure 11. Bar chart of police mentors' answers to statement 2 from Lisbon's demonstration session surveys.

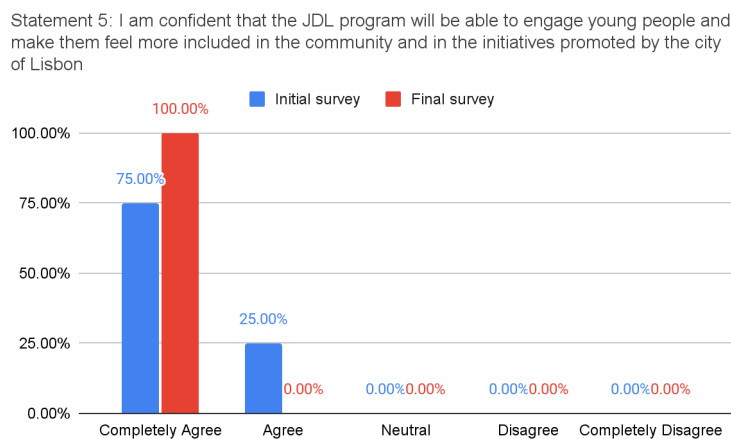


Figure 12. Bar chart of police mentors' answers to statement 5 from Lisbon's demonstration session surveys.

In some areas such as the belief in the Jovem Design Lisboa's capacity to make a positive impact on risky behaviour and availability to participate in future initiatives has decreased as more participants now agree, instead of completely agreeing or becoming neutral.

Statement 4: I believe that the JDL program will have the capacity to make a positive impact on the prevention of risky behaviors in Lisbon

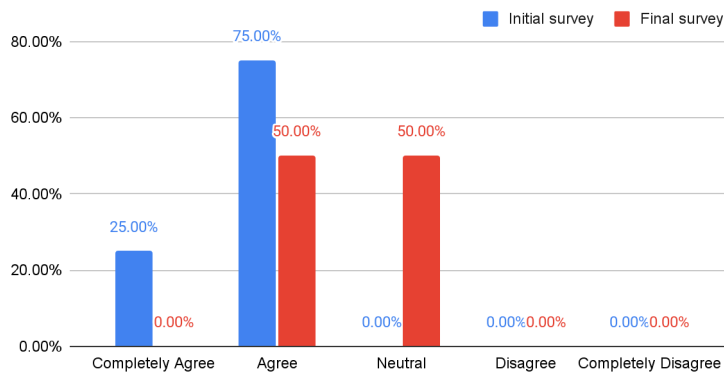


Figure 13. Bar chart of police mentors' answers to statement 4 from Lisbon's demonstration session surveys.

Statement 6: I am available to participate in new future initiatives organized by the Lisbon Municipal Police/CML on these topics

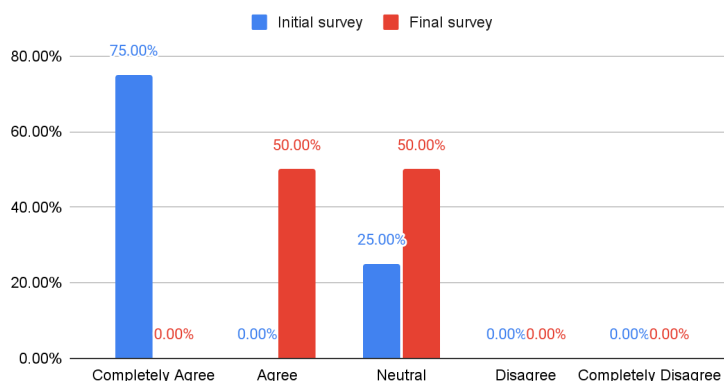


Figure 14. Bar chart of police mentors' answers to statement 6 from Lisbon's demonstration session surveys.

Despite some decreases, the comparative analysis noted improvements in some areas as well as the fact that none of the participants disagreed with any of the statements reflecting a very positive attitude and outcome of the Jovem Design Lisboa programme. The key performance indicators analysis of this survey, reflects an overall stable engagement and confidence levels, demonstrating strong mentorship quality and positive perceptions of the programme.

In terms of the empowerment of the youth indicators, namely the quality of mentorship work, this programme successfully met the expectations as reflected in the increase in confidence the participants showed in their ability to successfully carry out team monitoring and feeling prepared to successfully contribute to the implementation of the Jovem Design Lisboa programme.

The level of engagement in the programme indicator was met as reflected in the improvement in the confidence in the Jovem Design Lisboa programme's ability to engage young people and make them feel more included in the community of Lisbon with a 100% completely after rate. The confidence in the capacity to engage young participants also relates to the indicator that sought to measure the empowerment of youth, namely the improvement of youth capacities to get engaged in public events. The engagement levels remained high between the Police mentors as well as the feelings of being actively involved throughout the demonstration session. Moreover, the usefulness of the tool for the end-users is reflected in the belief in the capacity of the Jovem Design Lisboa programme to prevent risky behaviour.

For the second group, the youth monitors, both initial and final surveys had 6 respondents and thus the change in percentages reflects a shift in respondents' opinions rather than sample variability. The responses for the initial survey are shown in blue, meanwhile, the responses for the final survey are shown in red.

The comparative analysis of the initial and final questionnaires administered to the youth monitors showed a slight decrease in agreement. Still, it remained highly positive throughout the demonstration phase of the Jovem Design Lisboa initiative. While there is a slight decrease in areas such as feelings of active involvement and feelings of preparedness, it is important to note that all participants still either agreed or strongly agreed with these statements.

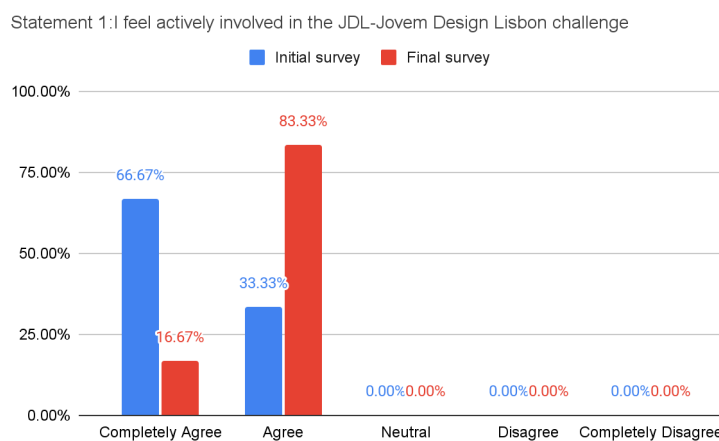


Figure 15. Bar chart of youth monitors' answers to statement 1 from Lisbon's demonstration session surveys.

Statement 3: I feel prepared to successfully contribute to the implementation of the JDL challenge

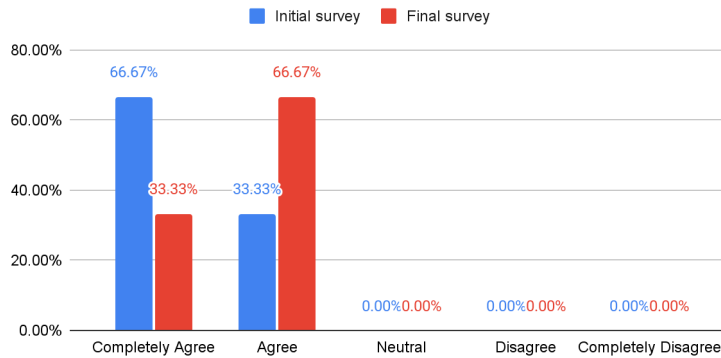


Figure 16. Bar chart of youth monitors' answers to statement 3 from Lisbon's demonstration session surveys.

Similarly, a slight decrease can be noted in confidence in the participant's abilities, in belief in the capacity of the Jovem Design Lisboa programme, and availability for future participation, all the participants either strongly agreed, agreed, or became neutral to these statements.

Statement 2: I am confident in my abilities to successfully carry out the team monitoring process throughout the JDL challenge

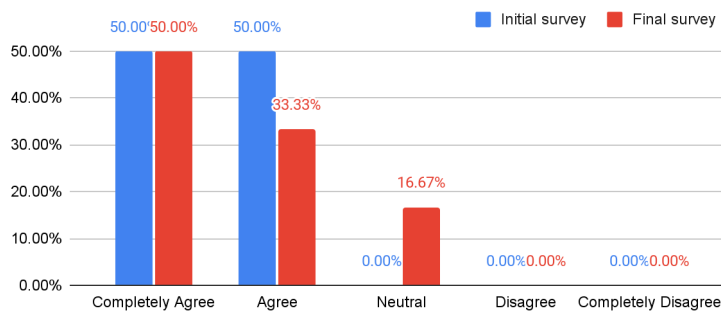


Figure 17. Bar chart of youth monitors' answers to statement 2 from Lisbon's demonstration session surveys.

Statement 4: I believe that the JDL program will have the capacity to make a positive impact on the prevention of risky behaviors in Lisbon

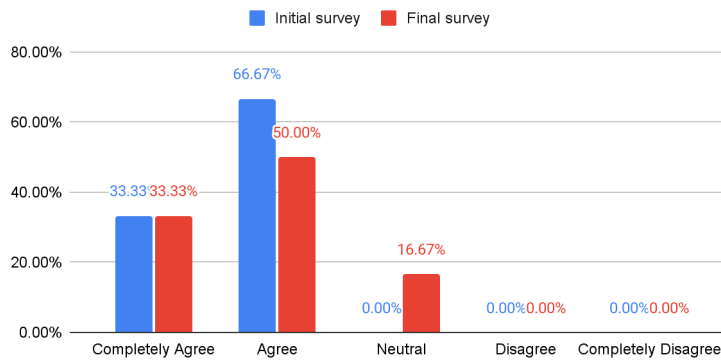


Figure 18. Bar chart of youth monitors' answers to statement 4 from Lisbon's demonstration session surveys.

Statement 6: I am available to participate in new future initiatives organized by the Lisbon Municipal Police/CML on these topics

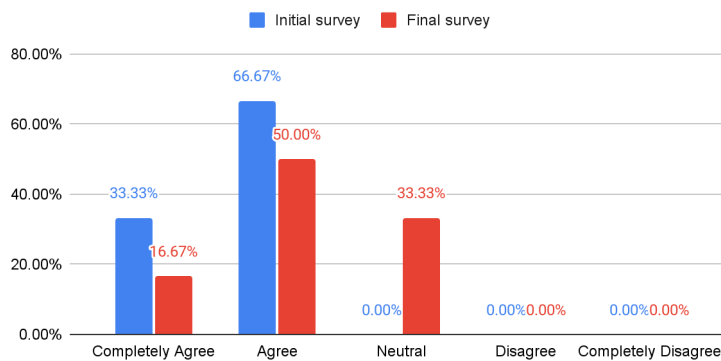


Figure 19. Bar chart of youth monitors' answers to statement 6 from Lisbon's demonstration session surveys.

Interestingly, the confidence in Jovem Design Lisboa's ability to engage young people has increased as more participants completely agree. While the feelings of support also increased as more participants now agreed.

Statement 7: I feel supported by the Lisbon Municipal Police/CML to overcome possible challenges in implementing the JDL

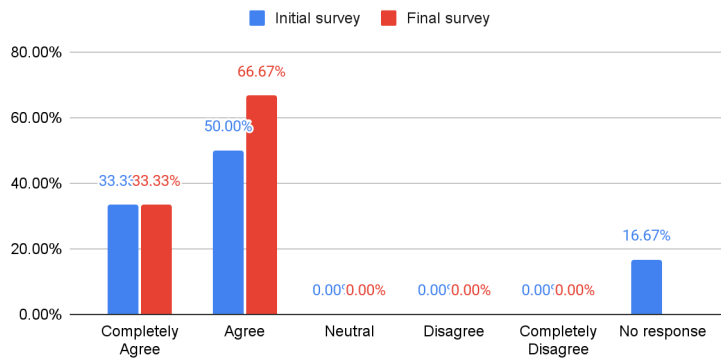


Figure 20. Bar chart of youth monitors' answers to statement 7 from Lisbon's demonstration session surveys.

The analysis of the survey against the key performance indicators shows that the Jovem Design Lisboa initiative met these goals by improving relationships between youth, local police, and the community, empowering the youth, and engaging young people in community safety. One of the indicators included the aim to improve the relationship between the youth, the local police, and the local community through the quality of the relationship between the youth and the mentors during the programme. This is relevant as the youth workers all felt prepared and confident not only in their abilities to mentor during this programme but also in the ability of the programme to improve the situation in Lisbon.

The youth monitors also showed a belief that the initiative engages young participants and they felt engaged and supported thus addressing the willingness of participants to be involved in municipal activities and the level of engagement in this initiative. Moreover, all the youth monitors agreed that the Jovem Design Lisboa programme will not only engage young people but also make a positive impact on the prevention of risky behaviour, relating to the engagement of young people in community safety indicators and mainly the usefulness of the tool for the end-user.

The youth participant survey is the only one where the initial and the final survey differ as the final survey has more questions. The initial survey received 23 responses meanwhile the final survey only received 21 responses, it is again important to consider the effects of this on interpreting the weight of the responses. The responses for the initial survey are shown in blue, meanwhile, the responses for the final survey are shown in red. Thus the charts with only red bars are the questions that were added later and administered only during the final survey.

The results from the youth participants in the demonstration phase of the JDL-Jovem Design Lisbon Challenge show generally positive feedback, with high levels of interest and engagement throughout the programme.

The analysis showed improvement in several areas starting with the perception of the activities as interesting, useful, and inspiring.

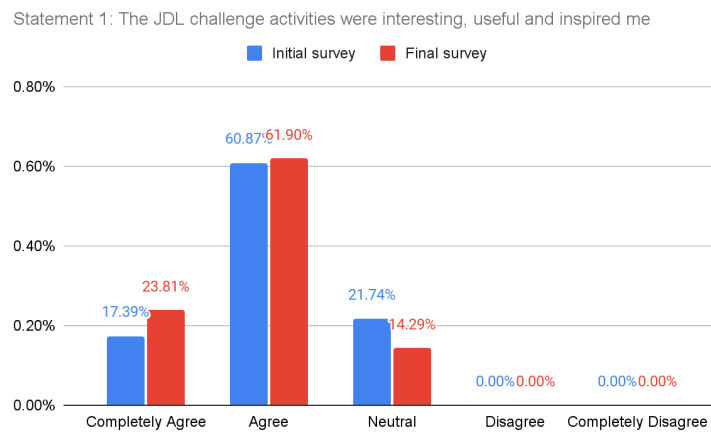


Figure 21. Bar chart of youth participants' answers to statement 1 from Lisbon's demonstration session surveys.

Strongly agree and/or agree responses increased in the questions regarding trust in the mentor police officers and collaboration with the police mentors.

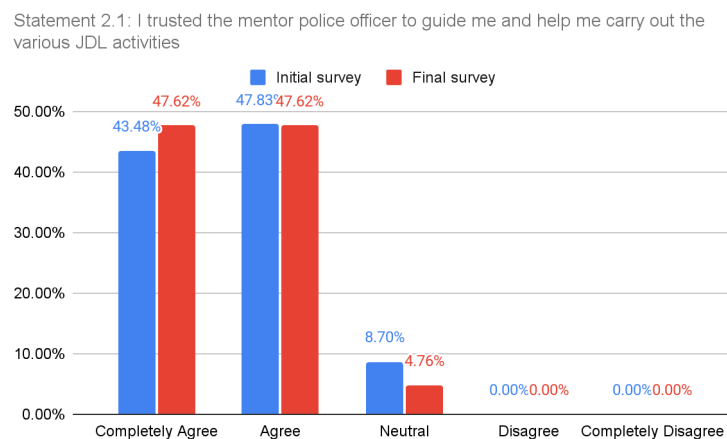


Figure 22. Bar chart of youth participants' answers to statement 2.1 from Lisbon's demonstration session surveys.

Statement 6.1: I enjoyed working together with the police mentor on JDL activities

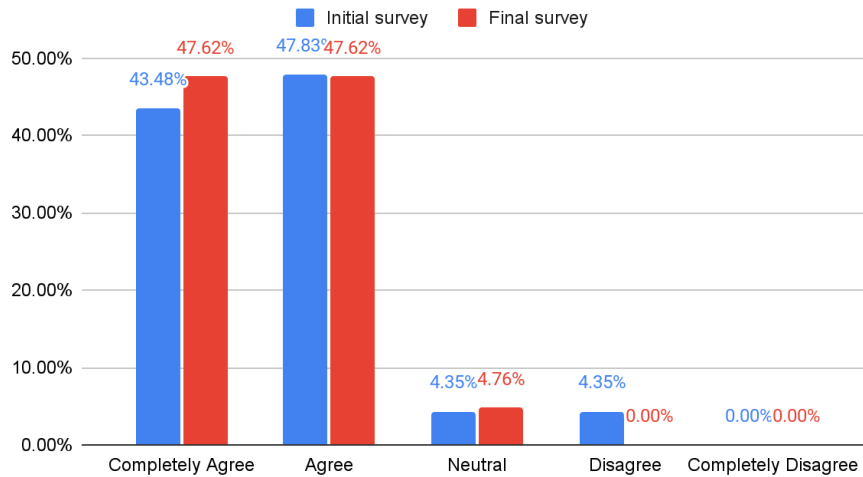


Figure 23. Bar chart of youth participants' answers to statement 6.1 from Lisbon's demonstration session surveys.

Similarly, an increase was found in the interest in themes and Jovem Design Lisboa discussions and enjoyment from working with the Jovem Design Lisboa team.

Statement 4: I was interested in the themes and discussions of the JDL activities

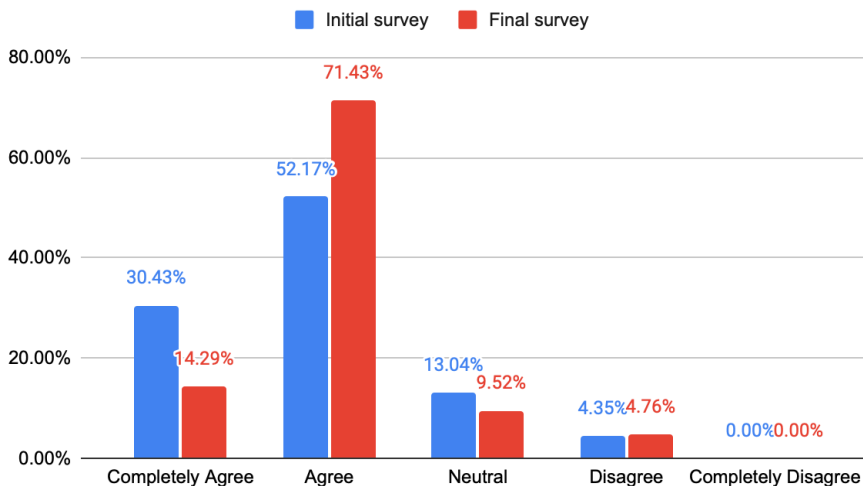


Figure 24. Bar chart of youth participants' answers to statement 4 from Lisbon's demonstration session surveys.

Statement 5: I enjoyed working together with the other members of my team on JDL activities

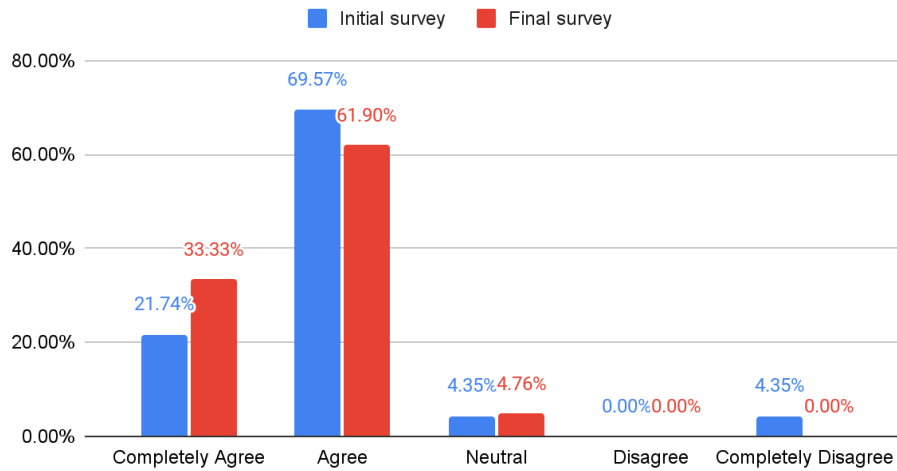


Figure 25. Bar chart of youth participants' answers to statement 5 from Lisbon's demonstration session surveys.

Lastly, the feelings of being useful to the community in the city of Lisbon also increased.

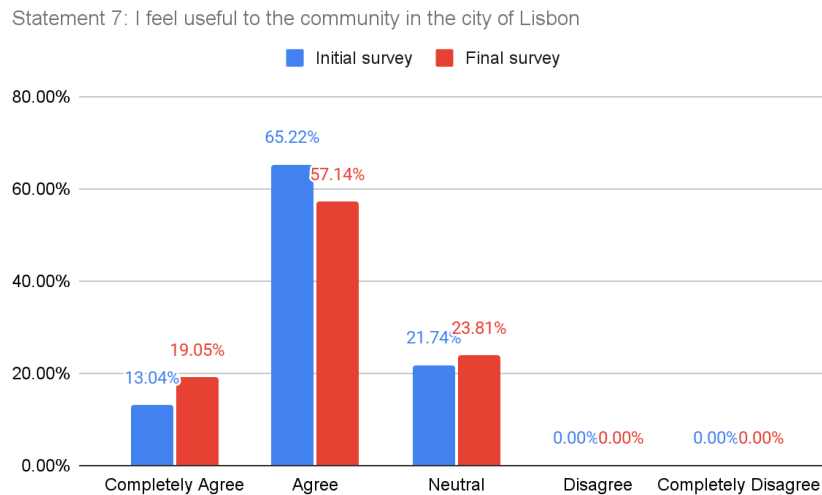


Figure 26. Bar chart of youth participants' answers to statement 7 from Lisbon's demonstration session surveys.

Meanwhile in other areas such as enthusiasm about sharing ideas with other team members and motivation to partake in similar activities in the future have decreased as more participants became neutral or even disagreed with the statements.

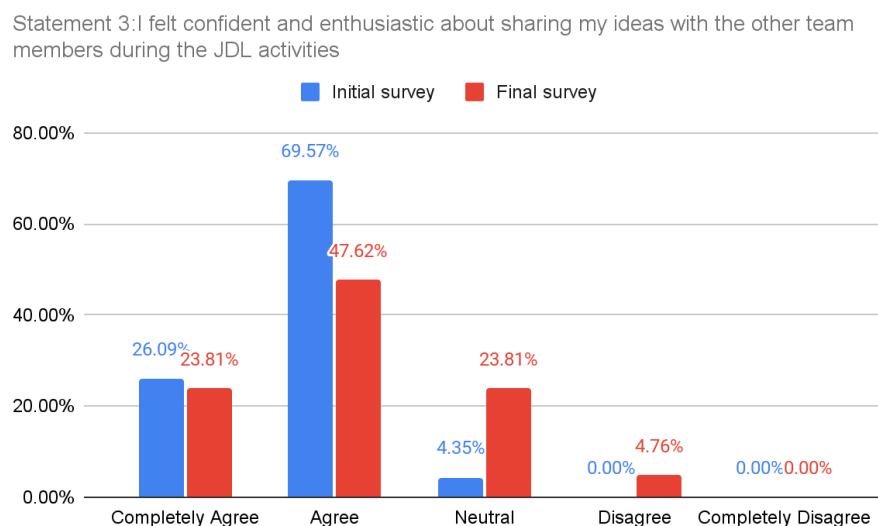


Figure 27. Bar chart of youth participants' answers to statement 3 from Lisbon's demonstration session surveys.

Statement 8.1: I am motivated to take part in similar activities in the future organised by the Lisbon Municipal Police or in other municipal activities

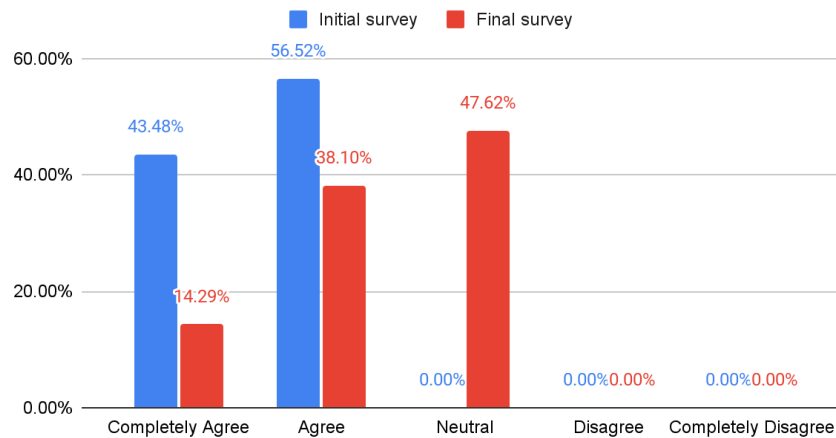


Figure 28. Bar chart of youth participants' answers to statement 8.1 from Lisbon's demonstration session surveys.

Moreover, given that new questions were added to the final survey round, some statements cannot be compared between the initial and final stages of the demonstration phase. However, the participants seemed to be in agreement with statements such as trust in the youth monitors to guide the participants in the Jovem Design Lisboa activities, as well as believing the team has the necessary resources to prepare for the final presentations.

Statement 2.2: I trusted the monitors to guide me and help me carry out the various JDL activities

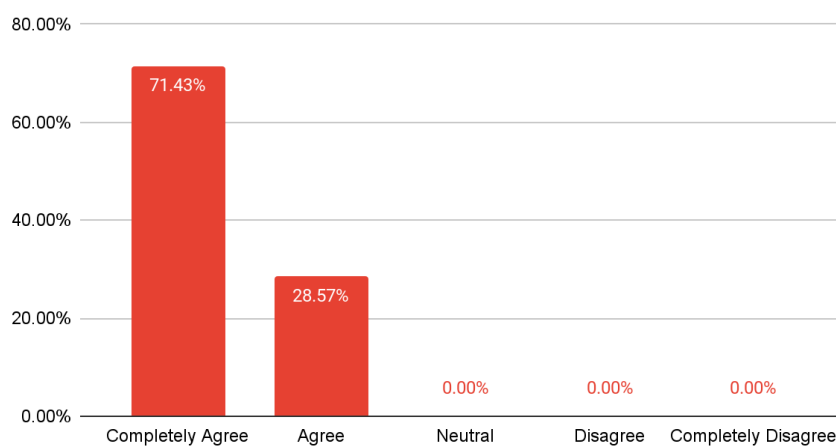


Figure 29. Bar chart of youth participants' answers to statement 2.2 from Lisbon's demonstration session surveys.

Statement 6.5: My team had the necessary resources to prepare the final presentation of our proposed solution

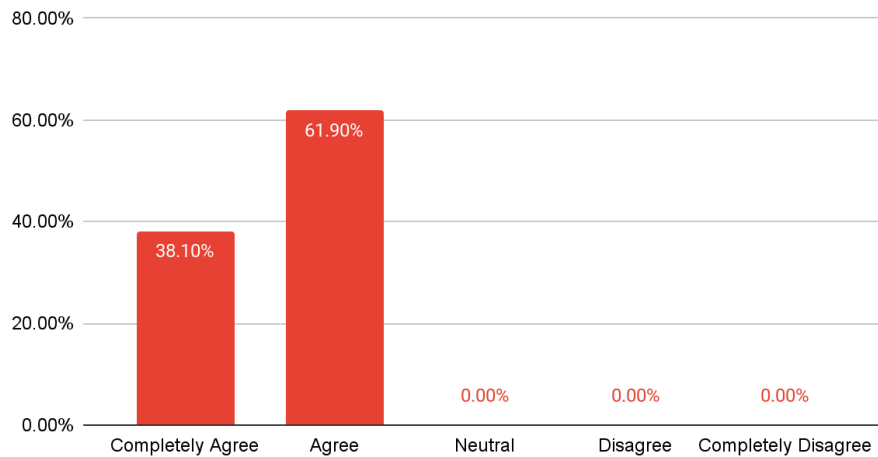


Figure 30. Bar chart of youth participants' answers to statement 6.5 from Lisbon's demonstration session surveys.

Meanwhile, some other statements such as I enjoy working with the monitors or I would advise a friend to partake in similar activities in the future, received more of a neutral, but still a positive response.

Statement 6.3: I enjoyed working together with the monitors on the JDL activities

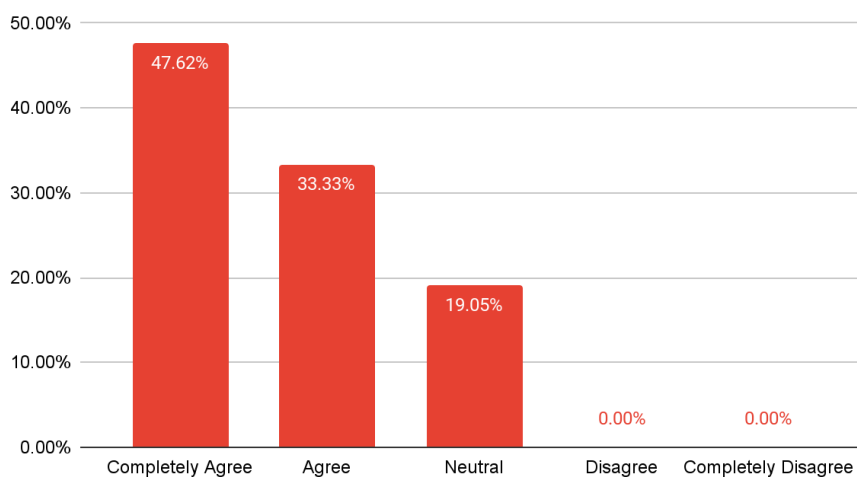


Figure 31. Bar chart of youth participants' answers to statement 6.3 from Lisbon's demonstration session surveys.

Statement 8.2: I would advise a friend or a young person from my neighbourhood to take part in a future JDL challenge

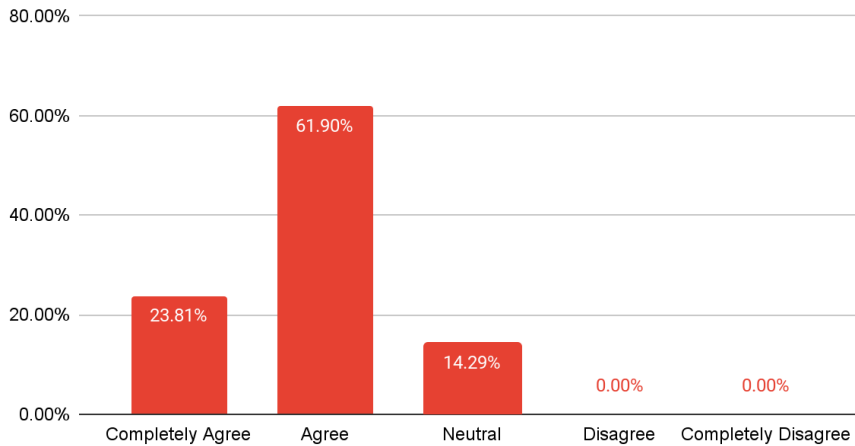


Figure 32. Bar chart of youth participants' answers to statement 8.2 from Lisbon's demonstration session surveys.

Other statements such as whether the police mentors and youth monitors were always available received lower levels of disagreement. Although the responses to this survey were the most varied, it is important to note that they remained positive across all the categories.

Statement 6.2: My police mentor was always available for JDL activities throughout the 12 weeks of the challenge

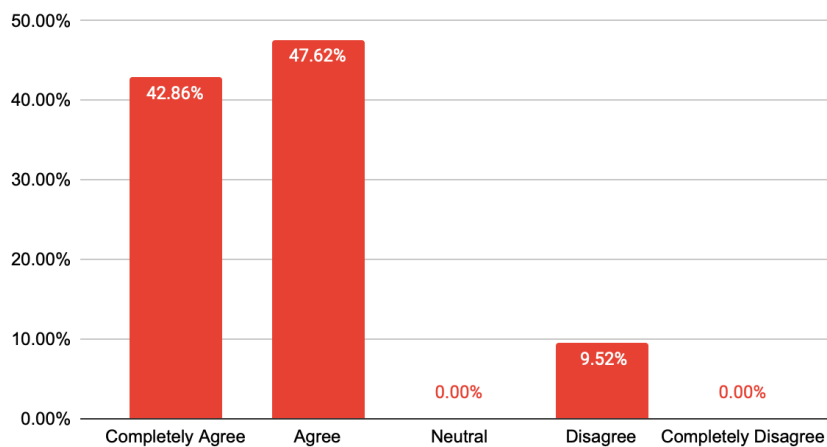


Figure 33. Bar chart of youth participants' answers to statement 6.2 from Lisbon's demonstration session surveys.

Statement 6.4: The monitors were always available for JDL activities throughout the 12 weeks of the challenge

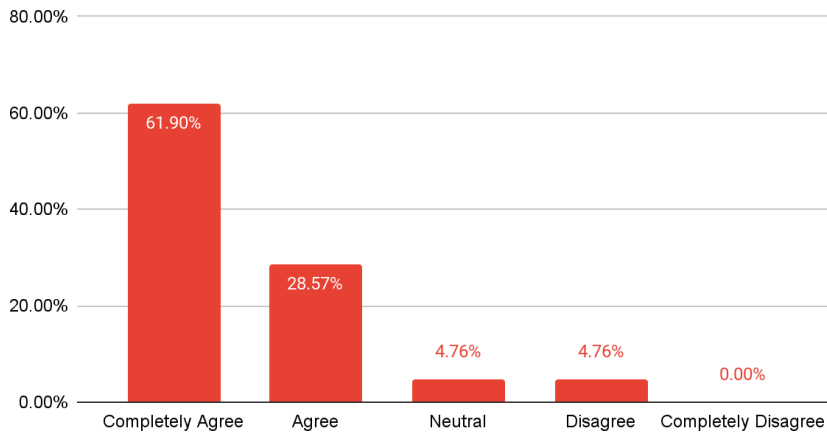


Figure 34. Bar chart of youth participants' answers to statement 6.4 from Lisbon's demonstration session surveys.

The survey administered to the youth participants at the end of the demonstration phase of the Jovem Design Lisboa initiative is arguably the most closely aligned to the identified indicators. These indicators aimed at improving the relationships between the youth, the local police, and the local community, namely through the quality of the relationship between the youth and the mentors during the program. These were reflected in 4 statements, including the high trust in the police mentor as well as the youth monitor to help and guide the participants in the Jovem Design Lisboa activities. It is also reflected in the high levels of enjoyment derived by participants through working with both the police mentors and the youth monitors.

This positive relationship with the mentors continues in the empowerment of youth indicator and mainly the perception of the quality of mentorship work as the participants reported that both the police managers and youth participants were always available for the duration of the Jovem Design Lisboa challenge. Within the empowerment indicators, another goal was to improve youth capacities to get engaged in public events which were successful as the participants either agreed or were neutral about joining similar activities and 85% of the participants would advise another young person or a community neighbour to partake in a future Jovem Design Lisboa challenge. Another aspect of this indicator was the willingness of the participants to be involved in any municipal activities/discussion on their identified issue which is reflected as 60% of the participants feel confident and enthusiastic about sharing their ideas while 85% were interested in the themes and discussions of the Jovem Design Lisboa activities. This also relates to the quality of discussions which was a goal identified in the engagement of young people in community safety indicators. This indicator also includes the level of engagement in the program which was quite high as 95% of the participants enjoyed working together with their Jovem Design Lisboa team while 85% found the challenges useful, interesting, and inspiring.

Lastly, the usefulness of the tool to the end-user was one of the goals identified which is positively reflected as 77% of the participants feel useful to the community in the city of Lisbon and all the participants believe their team had all the necessary resources to prepare the final presentation of their proposed solutions.

3.1.4. Outcome

The JDL tool demonstrated remarkable success in both training and demonstration. Based on the surveys, the stakeholder engagement, involving municipal police, police mentors, and youth monitors remained high throughout the JDL program. Some minor challenges include neutral responses concerning confidence in engaging in public events and delivering a socially inclusive approach. These challenges highlight potential areas for improvement in future programs based on the youth workers' feedback. However, this is incomparable to the success of the program as it fostered confidence among stakeholders in their skills and the program's capacity to engage the young participants and prevent juvenile delinquency.

The end-user engagement was reflected in the youth participants' feedback. The young participants engaged directly with the JDL program and thus their responses provide available insights through the initial and even more detailed final survey administered during the demonstration session. The results show high levels of engagement and notable improvements in several key areas. These areas include interest and engagement as the young participants found the activities interesting, useful, and inspiring and trust as well as collaboration with police mentors has improved. The second area is community involvement as there is an increase in feelings of being useful to the community. The participants also expressed confidence in their ability to engage in public events and municipal activities, showing a positive impact on their willingness to contribute to community safety.

Only enthusiasm to participate in future similar activities showed a very slight decrease however, the participants still would recommend participating to their friends. Thus, the feedback remained mainly positive, reflecting JDL's immense success in engaging youth and fostering community relationships and trust between the youngsters and the police. In conclusion, the positive feedback from all of the participants demonstrates the effectiveness of JDL in addressing juvenile delinquency through stakeholder engagement, youth empowerment, and community involvement. It further suggests that JDL met its goals as it promoted skill development and engagement in public events among the youth participants.

The JDL tool effectively involved at-risk youngsters in community safety initiatives and strengthened the relationship between the youngsters, the police, and the community by improving trust. The overwhelmingly positive feedback received from both youth workers and youth participants highlights the tool's ability to empower and engage the youth in Lisbon and thus hopefully lower juvenile delinquency.

3.2. Rotterdam

The city of Rotterdam is addressing the focus area of preventing and reducing the local impacts of trafficking and organised crime. This is being explored in the context of a large business park named Spaanse Polder. The Rotterdam Tool, *Spaanse Polder Café*, provides a collaborative and interactive approach to engage the local business and professional community in taking responsibility for safety and security in the Spaanse Polder Business Park. This allows the municipality and other professional stakeholders to share information in a more proactive and effective way with the local business community. The tool concept proposed by the University of Salford comprises a regular collaborative forum event that engages a large number of users of the Spaanse Polder area. This event would include a participative workshop activity based on the *World Café* concept. It was proposed that such events be held four times a year and could address different and emerging local issues. Such face-to-face meetings will provide a forum for participants to share concerns and feedback regarding safety and security in the area — including organised crime.

3.2.1. Evaluation process

Staff from the municipality of Rotterdam collected data in the different moments of the demonstration phase such as the training and the first Spaanse Polder Café with the business owners. This was achieved through the administration of surveys and questionnaires at both events, with additional interviews being conducted at the demonstration session. The stakeholders present at these events, and therefore participants in this evaluation, were from the Spaanse Polder business area, the municipality, the local police and from the third sector. Detailed information regarding the methodology used to collect data can be found in the methodological appendix.

3.2.2. Training session

The staff of the municipality of Rotterdam conducted the training session in January 2024, administering surveys to stakeholders present, of which there were 9. The 7-question survey included a Likert scale for each question, and all respondents completed the survey, declaring which organisation they were a part of.

The survey received a 100% response rate, with 7 out of 9 participants at the training session sharing a clear understanding of how the initiative worked. The same amount of respondents agreed with the statement that they understood their own roles within the initiative.

S1: I fully understand how this initiative works.

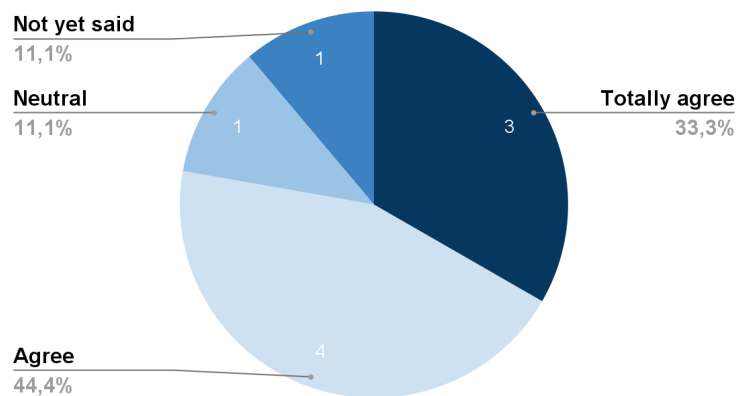


Figure 35. Pie chart of answers to statement 1 from Rotterdam's training session survey.

S2: I understand my role in this initiative.

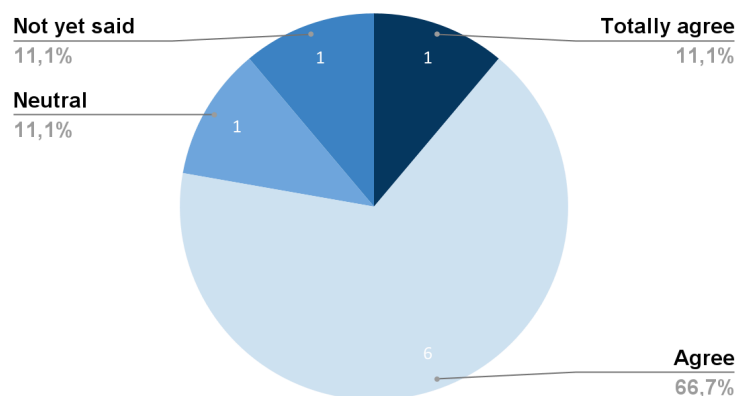


Figure 36. Pie chart of answers to statement 2 from Rotterdam's training session survey.

Similarly, 7 out of 9 participants acknowledged how important a joint approach is for the initiative. Following this statement, 8 respondents agreed that collaboration among the relevant stakeholders can increase the impact of the initiative. The answers to these two statements showcases how participants generally agreed that this initiative required collaboration and seemed to be appreciative of this joint approach. Despite this, only 6 participants agreed that this initiative would bring innovation to crime prevention practices in the Spaanse Polder area, while one participant strongly disagreed. In the following question, the same number of respondents agreed on the innovation of the strengthening of cooperative processes among stakeholders in the area, with one participant disagreeing. These answers highlighted how stakeholders may appreciate the inclusive and collaborative approach, but may not find it innovative in crime prevention, especially as 7 respondents agreed that the initiative promotes inclusivity.

S5: This initiative is innovative in crime prevention in the Spaans Polder.

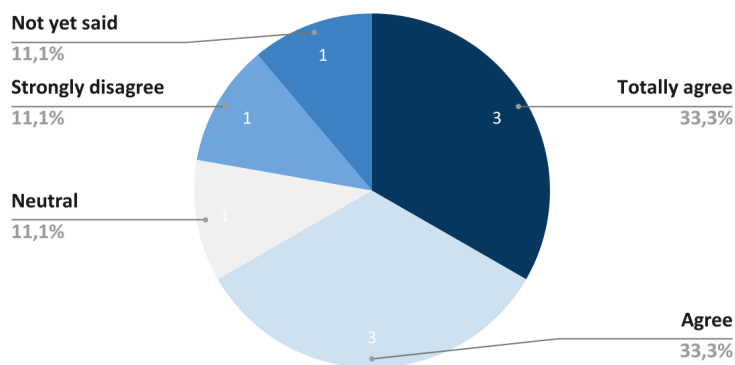


Figure 37. Pie chart of answers to statement 5 from Rotterdam's training session survey.

S6: This initiative is innovative in strengthening cooperation between stakeholders in the area.

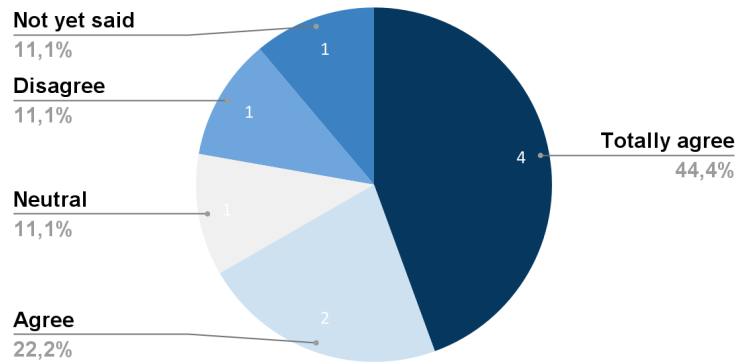


Figure 38. Pie chart of answers to statement 6 from Rotterdam's training session survey.

In terms of the representation of stakeholders present, the majority of the participants were city representatives, followed closely by representatives for the Spaanse Polder area. At the training session, members of third-party organisations and local police were also present.

S8: What best describes your organization?

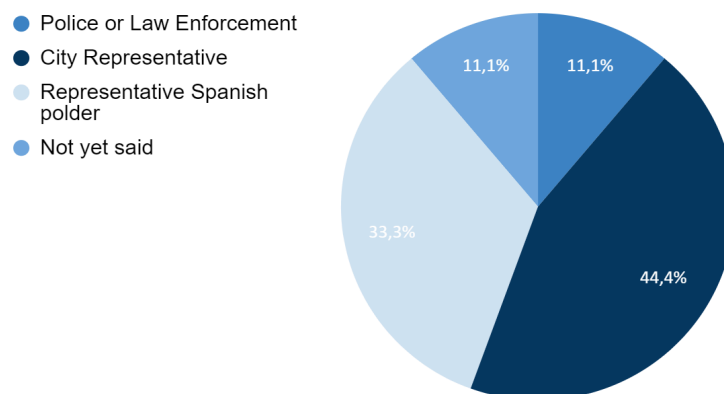


Figure 39. Pie chart of organizations present at Rotterdam's training session survey.

Analysing these results in light of the contextualised indicators of success, it becomes clear that the first indicator of establishing and improving the connections between all local stakeholders was achieved. Particularly, respondents understood how the initiative can promote inclusivity and the importance of a joint approach, which could lead to a more sustainable and engaging project. The second indicator refers to the strengthening of collaborative efforts in crime prevention, which can also be considered achieved as many respondents already expressed the importance of connectivity among each other. The remaining indicators covered the role of supporting citizens in reporting crime and receiving feedback from local authorities and were not directly addressed by the survey. An analysis of the responses collected could show how the focus on connectivity and improvement of relations between stakeholders could lead to a better supporting system for businesses' reporting of crime.

3.2.3. Demonstration phase (first *Spaanse Polder Café*)

The first Spaanse Polder Café was conducted on March 15th, 2024 by staff at the municipality of Rotterdam. At the event, 15 participants were administered a questionnaire similar to the ones administered at other events, as it included 7 questions to be answered with a Likert scale. Respondents were asked to identify which organisation they belonged to in the last question of the survey. Additionally, 4 stakeholders were asked to participate in structured interviews.

The responses to the interviews were analysed through open coding, interpreting the relevant themes that respondents focused on in their answers, which led to the code tree. The data collected was interpreted against the background of the contextualised success indicators.

As previously mentioned, 15 participants responded to the questionnaire at the demonstration session. The data collected from the questionnaires conducted during the demonstration session showed how stakeholders agreed that the initiative will improve collaboration among them and that it will be useful. Particularly, all stakeholders agreed that the initiative would strengthen the bonds of the relevant organisations in the area.

Statement 1: I believe this initiative will be useful to engage stakeholders in preventing crime in Spaanse Polder.

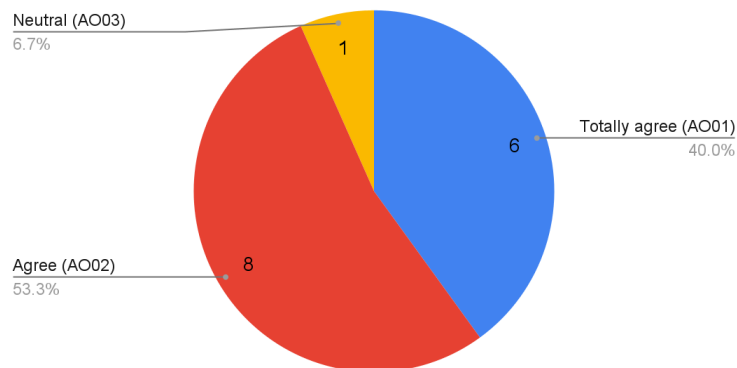


Figure 40. Pie chart of answers to statement 1 from Rotterdam's demonstration session survey.

Statement 2: I believe this initiative strengthens bonds between people, the municipality, the police, and the businesses in Spaanse

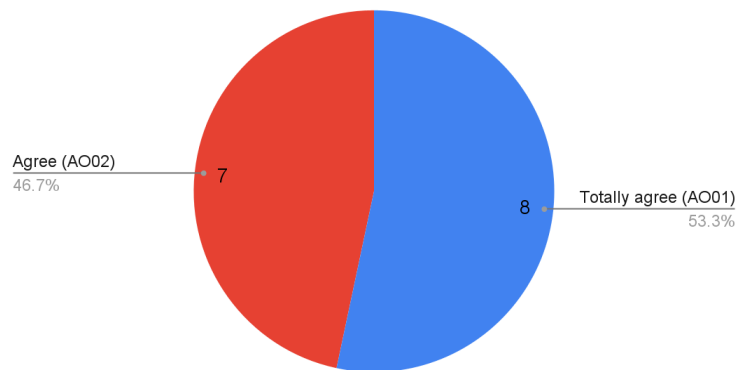


Figure 41. Pie chart of answers to statement 2 from Rotterdam's demonstration session survey.

Similarly to the training session, participants agreed that the collaborative efforts of the initiative would enhance the overall impact of the initiative. This coincides with the overall feelings demonstrated in the training session.

Furthermore, 13 of the respondents agreed that information regarding the initiative has been communicated clearly and transparently. Unfortunately, only 5 participants felt like they were well informed about their roles and responsibilities, demonstrating a shortcoming of the information being divulged regarding the initiative, although the little information shared was shared in an appropriate manner.

Statement 6: I feel well-informed about the roles and responsibilities of different stakeholders within the initiative.

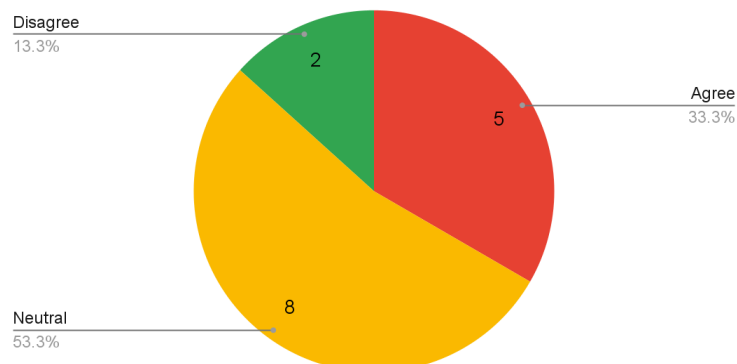


Figure 42. Pie chart of answers to statement 6 from Rotterdam's demonstration session survey.

This is further reflected in the statements that refer to the efficacy of the initiative to improve crime reporting. Specifically, 8 of the participants did not agree that the initiative would effectively improve crime prevention in the Spaanse Polder area. A similar number of respondents did not recognise that the initiative would support stakeholders in identifying and reporting crimes in the area.

Statement 3: I believe this initiative is likely to effectively improve the crime prevention strategy in Spaanse Polder.

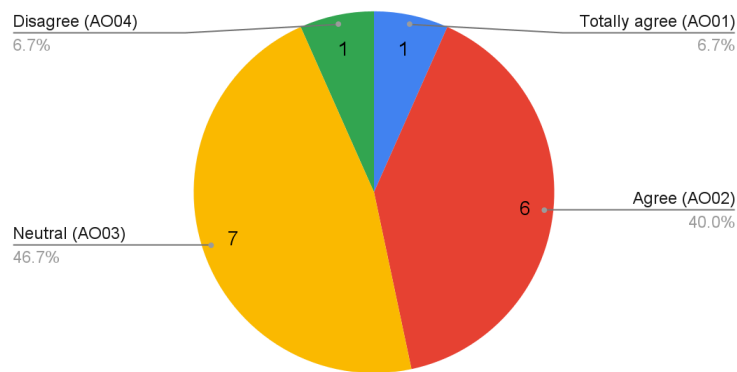


Figure 43. Pie chart of answers to statement 3 from Rotterdam's demonstration session survey.

Statement 7: This initiative supports me and other stakeholders in identifying and reporting eventual crimes in Spaanse Polder.

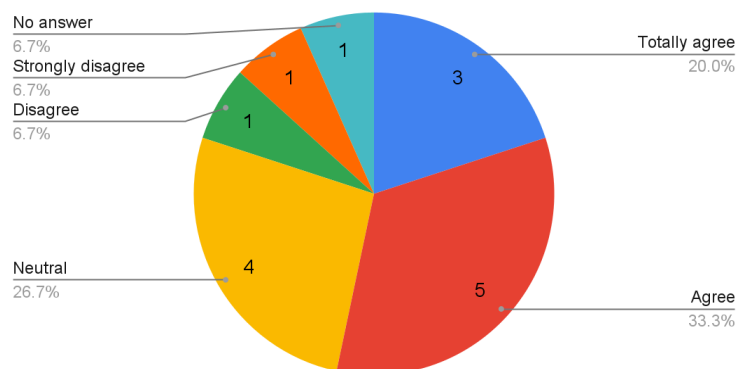


Figure 44. Pie chart of answers to statement 7 from Rotterdam's demonstration session survey.

The responses collected for these statements highlight how the training and demonstration sessions did not convince stakeholders that this initiative can be effective in crime prevention and helpful in crime reporting.

The stakeholders present at the demonstration session came from different organisations. A third represented third-party organisations, while over half were city representatives or representatives of the Spaanse Polder area.

What best describes your organization?

- Police or Law Enforcement
- City Representative
- Representative Spanish polder
- Other

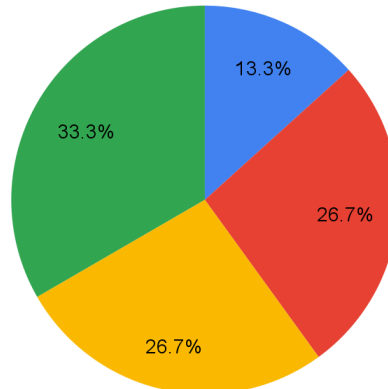


Figure 45. *Pie chart of organizations present at Rotterdam's demonstration session survey.*

Overall, the demonstration session showed that stakeholders value the connectivity of the initiative and the focus on inclusivity, demonstrating the achievement of the success indicator referring to the establishment of connections between all local stakeholders. Secondly, this also strengthened the connections among them and improved their collaborative efforts, fulfilling the success indicator emphasising the strengthening of these collaborations. Lastly, the success indicators that mentioned how the initiative would support stakeholders in identifying and reporting crime were not attained, as respondents seemed to not feel well-informed about their roles within the initiative, and indicated that they did not believe that the initiative would be helpful in crime prevention.

At the demonstration session, 4 stakeholders participated in structured interviews. The results from these interviews were analysed through open coding. This generated the code tree below, which represents the 9 codes found, separated into 2 larger categories. The first category is “relations”, which includes all the themes that stakeholders brought up during their interviews. Specifically, this category indicates how participants valued the initiative’s role in improving current relations, and how it helped in making new ones through the initiative. The second category, “communication”, covers the codes found in participants’ responses that were related to the role of communication within the initiative, and how it should be improved.

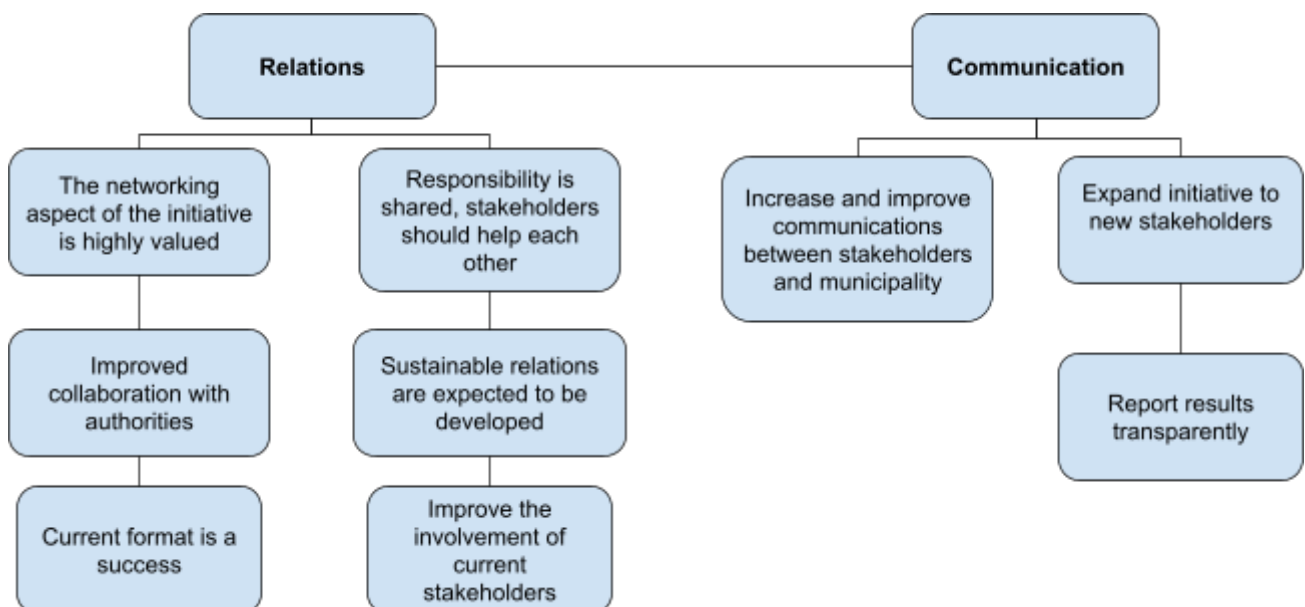


Figure 46. Code tree of answers to interviews after Rotterdam’s demonstration session.

The interviews conducted with the 4 participants yielded interesting results, as they agreed on the importance of the networking aspect of the initiative, as well as the appreciation of its current format.

Participants seemed to appreciate the connections established at the meetings of the initiative, which led to an increase in communication among stakeholders and authorities. For example, one participant highlighted the role that the initiative has played and how it helped: *“Here they get to know each other and talk about the future and day-to-day business in the Spanish Polder. Thanks to this we already have a better picture of what is playing in the polder.”*

Specifically, respondents valued the improvement of the collaborative efforts put forth by the authorities, considering their relationship to be improved in many facets. Respondents particularly agreed that the authorities’ role, although improved, is also limited and that business owners in the Spaanse Polder area could improve in helping each other, as they all share responsibility for the crime happening in the area, as mentioned in one of the interviews: *“Entrepreneurs have become more aware of what is already happening and how they can contribute to it ... Open dialogue and more people actively reporting in the area.”*

Q2. How do you see the role of local authorities, including the police and municipal workers, in addressing security issues in the Community?

- Improved collaboration with authorities
- Responsibility is shared, stakeholders should help each other
- Increase and improve communications between stakeholders, and the municipality

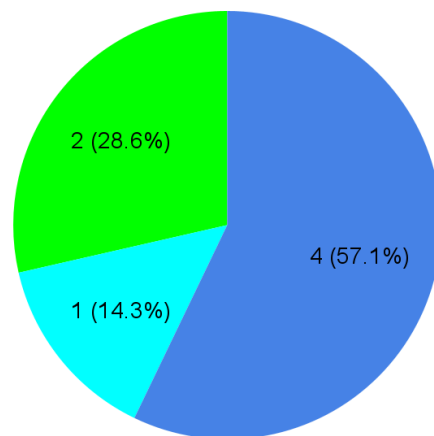


Figure 47. Pie chart of codes from answers to question 2 from Rotterdam’s demonstration session interviews.

Respondents also did not see a noticeable change in the responsiveness from authorities in the area, although some highlighted that their concerns were being addressed adequately. Particularly, respondents cited the improvement of the communication practices between stakeholders and authorities, and that the communication channels among the stakeholders in the business area and the local authorities had improved.

Furthermore, respondents agreed that the initiative will help to foster sustainable relationships with the city authorities. Stakeholders have noticed the municipality's interest in maintaining good relations with the entrepreneurs and the initiative, signalling good faith. The improvements in the communication aspect among stakeholders has also increased expectations in the forming of sustainable relationships.

Q6. Do you think that this initiative will in the future develop sustainable relations between the city of Rotterdam and stakeholders in the Spanish

- Sustainable relationships are expected to be developed
- Increase and improve communications between stakeholders, and the municipality
- Improved collaboration with authorities
- The networking aspect of the initiative is highly valued

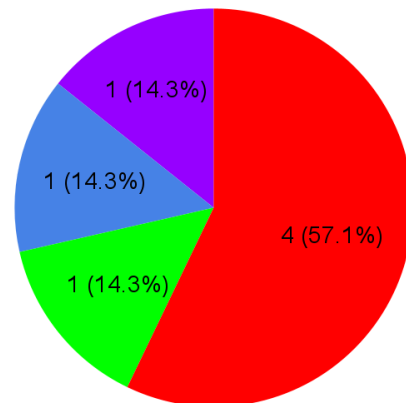


Figure 48. Pie chart of codes from answers to question 6 from Rotterdam's demonstration session interviews.

Lastly, in terms of possible improvements, one stakeholder mentioned to increase the involvement of new entrepreneurs, while others also brought up to improve the involvement of current stakeholders' involvement, by ensuring that they are more attentive and helpful for each other. 3 participants acknowledged how the current format is a success and requiring more time, focusing on the importance of the dialogue and how it has helped stakeholders visualise the issues. Finally, the role of sharing results and including data was also touched upon, as it could strengthen the involvement of stakeholders.

Q7. What measures do you think are needed to improve this initiative or at least make it a success?

- Improve the involvement of current stakeholders
- Responsibility is shared, stakeholders should help each other
- Expand initiative to new stakeholders
- The current format is a success
- Report results transparently

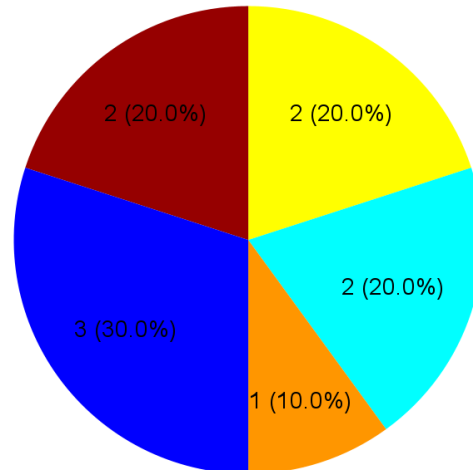


Figure 49. Pie chart of codes from answers to question 7 from Rotterdam's demonstration session interviews.

The first success indicator referring to the establishment of connections among stakeholders in the area can be considered achieved, as participants valued the improvement of communication among them and the networking aspect of the initiative. The second success indicator mentioning the strengthening of the collaborative monitoring between authorities and business owners was partially attained. Respondents understood the importance of a joint approach and considered the initiative to be helpful in the fulfilment of collaborative efforts, but they also still saw points of improvement for the authorities and the business owners.

Similarly, the last success indicators pointed to the improvement in crime reporting to authorities and in the provision of authorities' feedback to citizens and businesses. Both of these indicators were partially fulfilled, as improvements have been noticed in the communication with authorities, and their responsiveness, suggesting that the latter indicator was partially fulfilled, as some respondents did not notice these improvements. The former indicator was partially achieved because of similar reasons, as business owners and stakeholders felt that the improvements could be helpful in crime reporting, although some were not entirely convinced yet.

3.2.4. Outcome

This section will cover the outcome of the stakeholders' opinions regarding the tool developed in the city of Rotterdam. The adoption of the *Spaanse Polder Café* is still ongoing, as the tool is being incorporated as practice in the business area of Spaanse Polder. Thus, the findings from the analysis of the data collected at the sessions, are evaluated in light of the contextualised success indicators, demonstrating the overall outcome of the development and adoption of the tool.

Stakeholder Inclusion

The first success indicator focused on the inclusion of all business owners of the area and local stakeholders. This can be considered achieved, as the majority of the respondents at both the training and the first session of the SP Café agreed that the initiative relies on the collaborative efforts put forth by the stakeholders. Specifically, they understood how vital a joint approach is for the initiative, and collectively agreed that this project has been able to connect all local stakeholders and the relevant local authorities. Secondly, the communications among the stakeholders were considered to be improved at the demonstration session, showcasing how this indicator has been fulfilled. Lastly, respondents to the interviews also confirmed that the networking aspect of the *Spaanse Polder Café* is highly valued.

Strengthening of collaboration

The second success indicator referred to the strengthening of existing collaborations and the newly formed ones. Similarly, to the previous indicator, this can be considered achieved for similar reasons. Including local authorities and all relevant stakeholders at a *World Café* event has ensured that no perspective is left behind, ensuring that stakeholders feel included and connected. In relation to their connections with the authorities, some respondents felt like there was no noticeable difference, but others pointed out the improvements, citing improved communication and a more understanding approach on both sides. Ultimately, this initiative is still ongoing, and all the respondents have shown confidence in the sustainable aspect of the initiative and that it will lead to long-term collaborations.

Crime reporting

The success indicator of *Crime reporting* covers citizens' feeling of support in crime reporting as well as improvements in feedback received by citizens and businesses by local authorities. Based on the training and demonstration sessions, this indicator has not been fully met. Firstly, respondents do not agree that the initiative supports them in identifying and reporting crime, or that it will improve the crime prevention strategies in the business area. While this does not negate that participants feel strongly about the positive aspects of the initiative, it does mean that the tool development process has not achieved this indicator. Stakeholders acknowledged that it is important for them to improve their reporting and help each other, as some reported: "*Most entrepreneurs are engaged in business and they don't really look at the neighbour*".

Secondly, there is also a feeling that the feedback that citizens receive from local authorities has been taken more seriously than before due to the improvements in the relations and communication between stakeholders and local authorities. This could lead to improvements in the reception of feedback in the future and in the reporting of crime.

Overall, the sessions managed to accomplish the contextualised success indicators, indicating success in achieving proposed improvements and setting up an initiative that is valued by the local stakeholders in many aspects.

3.3. Turin

The city of Turin is focusing on preventing juvenile delinquency. The proposed tool (called *Sbocciamo Torino*) is a multi-stakeholder governance network model to deliberate and co-produce interventions around juvenile delinquency issues in the city of Turin. The design of this governance network involves a committee of stakeholders working to make evidence-based intervention suggestions aided by a digital dashboard that visualises data relevant to the juvenile delinquency problem. The committee will constitute members from the municipal office for schools, proximity police, prisoner guarantors' office from justice sector offices, religious organisations, municipal office for social services, youth committees, citizens, NGOs, and associations. The tool will support the Committee in the process of decision-making related to the type of intervention to be developed and which stakeholders to be involved in the intervention.

3.3.1. Evaluation process

In the city of Turin, the first training session took place before the IcARUS tool validation workshop, which was attended by 16 people among local authorities and social organisations, and partners have completed a form (see D4.2 for these specific results). The first training had fewer participants (see D4.3 for more details), where Idiap administered a data literacy related survey. During a second training session, stakeholders were involved and participants were asked to fill out a survey. Following this, an open-ended questionnaire was administered to participants at the demonstration session. The collection of the data at the events in the city of Turin is described in the methodology appendix. The stakeholders present at the training session belonged to the local police, municipal offices, third sector organisations and local health services. At the demonstration sessions, members from various local, national and international organisations were present such as local health services, prisoners' guarantor, antidoping centre, University of Turin, Save The Children, migrant reception service, local police, Italian Forum for Urban Security and staff from Turin's Deputy Mayor.



Multi-stakeholder Participants

3.3.2. Training sessions

In Turin, the municipality was unable to administer surveys during the first training session, as stakeholders had left the event before the opportunity arose for them to complete the survey questions. However, staff from the municipality of Turin along with members from IDIAP conducted a second training session in Turin on January 22nd, 2024.

They administered a survey to 19 stakeholders that included 7 questions to be answered with a Likert scale with an additional question that allowed participants to express which organisation they belonged to. All stakeholders completed the survey.

The questionnaire administered to the participants at the training session yielded positive results. Particularly, 18 respondents understood how the initiative would work, with one respondent disagreeing with the statement. Despite almost everyone understanding how the initiative “Sbocciamo Torino” would work, only 13 respondents felt confident in agreeing that they understood their role within the initiative.

S2. I have understood my role in sustaining the realization of "Sbocciamo Torino".

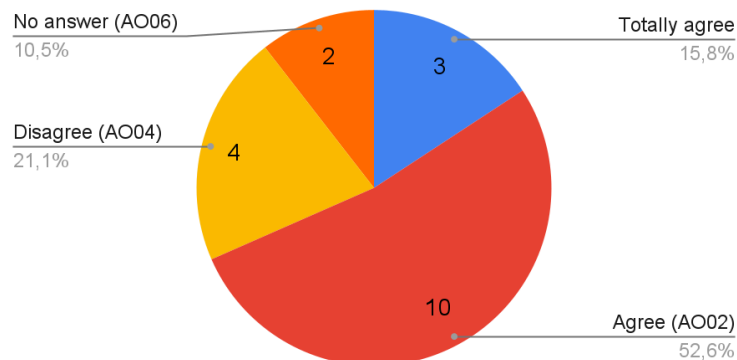


Figure 50. *Pie chart of answers to statement 2 from Turin’s training session survey.*

With regard to the approach demonstrated by the initiative, all 19 participants considered it important to adopt an inclusive approach throughout the development of the initiative. Similarly, 18 participants agreed that a multilateral approach is very important in the realisation of “Sbocciamo Torino”. These statements and the high rate of agreement demonstrate how participants at the training session valued the inclusive and multilateral approach taken by the initiative.

The use of the dashboard to counteract juvenile delinquency by aiding local authorities in the city of Turin was considered innovative by 17 of the 19 participants. 16 participants agreed that the information acquired through their experience with the initiative will be useful in their own occupation. The answers to these statements support how stakeholders and participants acknowledged and valued the expertise gained through their experience with “Sbocciamo Torino”, especially as it brought innovation.

S4. The use of the dashboard is innovative for the local public authorities of Turin to counteract juvenile delinquency.

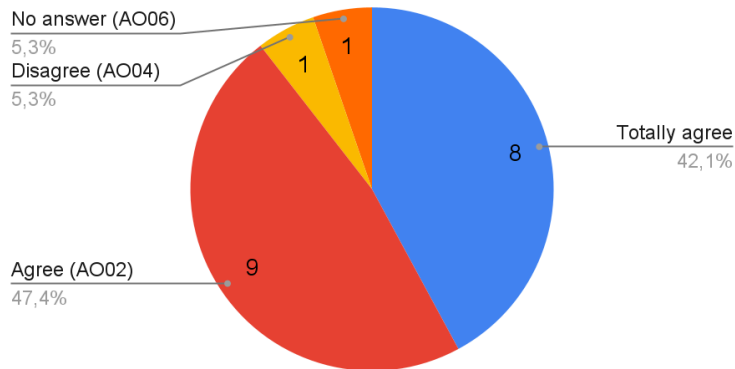


Figure 51. Pie chart of answers to statement 4 from Turin's training session survey.

One of the points of improvement that arose from this questionnaire is the participants' perception of their preparedness to use the dashboard, with only 13 of the 19 participants feeling prepared to use it. While this contrasts with the other positive findings in relation to stakeholders' feelings regarding the dashboard and its possible uses, it is connected to the same number of stakeholders that did not understand their role within the initiative. This indicates a shortcoming in the training session in preparing the participants and divulging enough useful information.

S7. I feel prepared to use the dashboard.

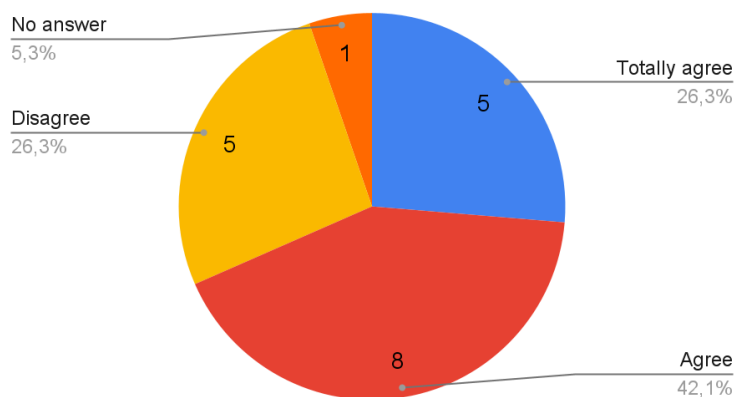


Figure 52. Pie chart of answers to statement 7 from Turin's training session survey.

The respondents belonged to the local police forces, and the remaining came from the municipality, third sectors, and local health services.

S8. Which of these options best describes your organization?

- Third Sector (NGO, association, cooperative)
- Municipal offices
- Local police
- Other (1 ASL, 1 APS)

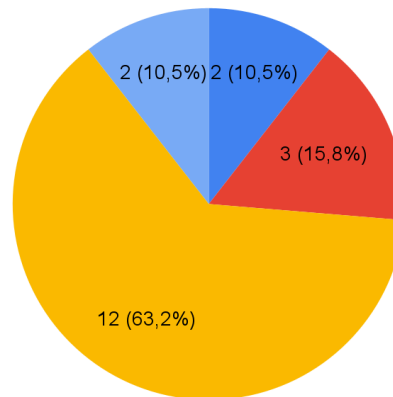


Figure 53. Pie chart of organisations present at Turin's training session.

Overall, the survey findings reflect that stakeholders who participated in the initiative understood the importance of inclusivity and collaboration, as well as the primary objective of the initiative, indicating that the success indicator that focuses on the sustainability of the initiative has been achieved. The findings also suggest that few participants need to be better informed on their role within the initiative, and how to utilise the dashboard. Despite this, the majority of participants understood their role within the initiative and the importance of the dashboard. For this reason, the success indicators related to the improvement of the use of technological tools and the sharing of data can be considered partially achieved. Ultimately, the training session obtained positive results in preparing participants for the adoption of the tool and of the initiative.

3.3.3. Demonstration session

The demonstration session in the city of Turin was conducted on May 18th, 2024 with 18 participants. The stakeholders present were from various organisations, including IcARUS partner IDIAP, various local and national NGOs, staff from the municipality of Turin, and members of the local police. The collection of data was achieved through the administration of a 6-question open-ended questionnaire, where participants had the opportunity, in the last question, to express their organisation. The data collected from the open questions was then analysed through open coding, highlighting the relevant themes in the participants' opinions regarding the initiative and the development of the tool.

The following code tree which includes the 9 codes found and separated into the 3 larger categories. The first category is “Data”, as many stakeholders focused on the role of data within the initiative, and how it can be shared to improve decision-making processes and expand the initiative. The second category is “External issues”, referencing issues and solutions that stakeholders identified that were outside of the initiative itself. Lastly, the third category “Internal issues” covers the codes that mention the internal issues faced by stakeholders during their experience with the initiative. Following the code tree, pie charts represent each question of the questionnaire, showing the prevalent codes.

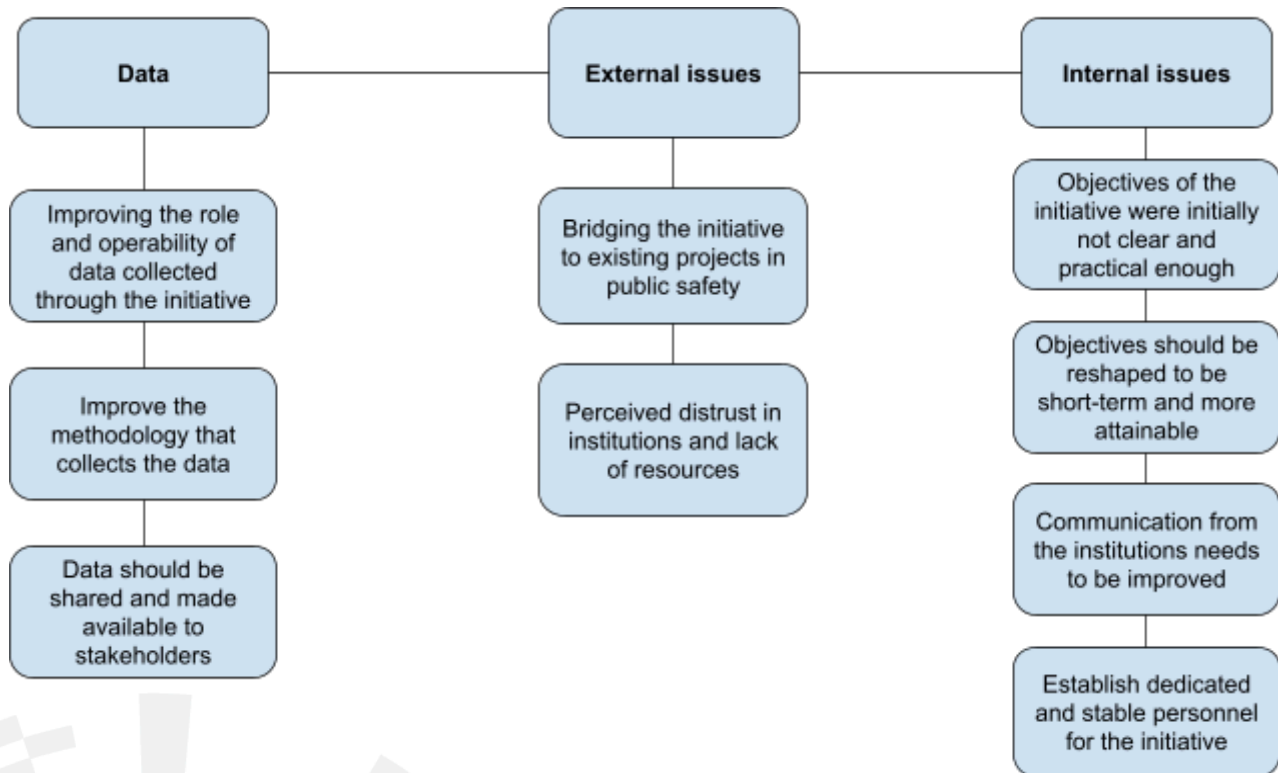


Figure 54. Code tree of answers to open-ended questionnaire at Turin’s demonstration session.

The demonstration session conducted in Turin included many different stakeholders, representing various facets of the initiative.

Q7. What best describes your organization?

- IDIAP
- ASL
- Prisoner's guarantor
- Antidoping centre
- University of Turin
- Save the Children
- Staff for Deputy Mayor
- FISU
- Migrant reception service
- Local Police

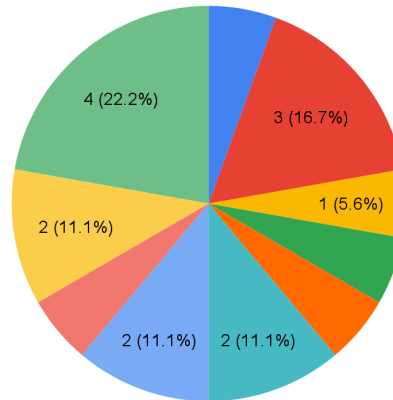


Figure 55. *Pie chart of organisations present at Turin's demonstration session.*

All respondents answered the first question of the questionnaire positively, stating that they understood the objectives of the initiative, with some attributing their understanding to the demonstration session itself. Following the unsuccessful administration of surveys at the training session, which led to a second session being conducted, participants attributed the lack of initial interest to the need for more clarity of the objectives themselves and in the communication from institutions.

Q2. Based on your opinion, what are the main reasons behind the little interest by the the registered associations in the events organized by

- Objectives of the initiative were initially not clear and practical enough
- Objectives should be reshaped to be short-term and more attainable
- Perceived distrust in institutions and lack of resources
- Communication from the institutions needs to be improved

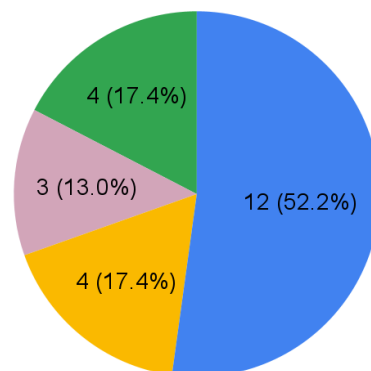


Figure 56. *Pie chart of codes from answers to question 2 from Turin's demonstration session questionnaire.*

Secondly, respondents also highlighted how objectives should be reshaped to be more attainable, as this could help possibly interested stakeholders realise the usefulness of the tool developed and attract more support. This could also reduce the feeling of commitment and attract more participants.

Q3. Are there any specific aspects of this initiative that you think might be improved to increase interest and efficiency?

- Communication from the institutions needs to be improved
- Objectives should be reshaped to be short-term and more attainable
- Bridging the initiative to existing projects in public safety
- Data should be shared and made available to stakeholders
- Improving the role and operability of data collected through the initiative

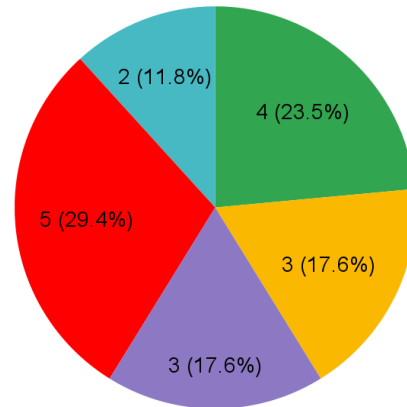


Figure 57. Pie chart of codes from answers to question 3 from Turin's demonstration session questionnaire.

To increase interest, many respondents focused on the role of communication channels that the initiative uses, by better employing them and disseminate information regarding the initiative. Secondly, participants touched upon utilising the results that are derived from the tool and sharing them with stakeholders, showcasing the possible uses of the tool and increase direct interest. Lastly, participants mentioned improving the operability of the data collected. This was often brought up with the establishment of dedicated personnel to create sustainable long-term planning for the initiative, which findings supported to be valued by respondents. These would help in gathering interest for possible stakeholders, as dedicated personnel can lead to improvements and sustainable relationships.

Overall, respondents highlighted how the role of communication from institutions remains one of the bigger challenges faced by the initiative, and viewed it as a point of improvement as it may have been the cause of less interest at the training session.

Q4. Do you have any suggestions to incentivize a larger participation and collaboration among the interested parties?

- Establish dedicated and stable personnel for the initiative
- Improving the role and operability of data collected through the initiative
- Communication from the institutions needs to be improved

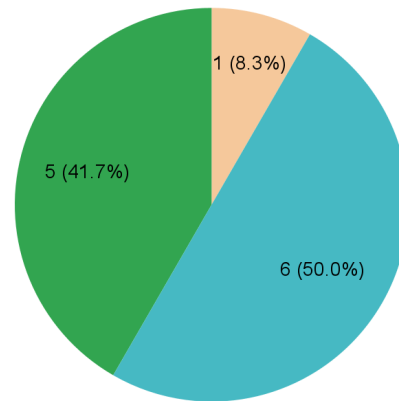


Figure 58. Pie chart of codes from answers to question 4 from Turin's demonstration session questionnaire.

Q6. How could we improve the communication channels on the progress made by the initiative?

- Communication from the institutions needs to be improved
- Data should be shared and made available to stakeholders
- Establish dedicated and stable personnel for the initiative

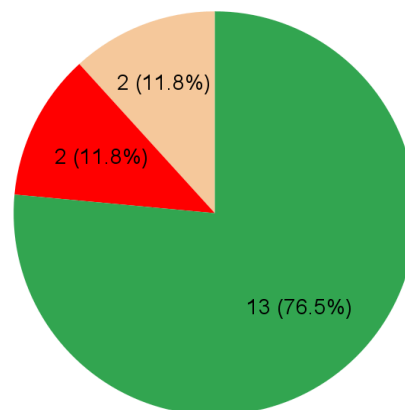


Figure 59. Pie chart of codes from answers to question 6 from Turin's demonstration session questionnaire.

Secondly, the operability of the data collected and the dissemination of useful results from the analysis of the data was also considered important to the successful dissemination of the initiative, possibly helping to gather more support. This could also aid the bridging of the initiative 'Sbocciamo Torino' to existing projects at both local and national levels, securing sustainable development and realisation of the initiative.

Q5. For future similar initiatives, in light of "Sbocciamo Torino" could you point with a couple of words what could the city of Turin improve on?

- Establish dedicated and stable personnel for the initiative
- Improve the methodology that collects the data
- Data should be shared and made available to stakeholder
- Objectives of the initiative were initially not clear and practical enough
- Bridging the initiative to existing projects in public safety
- Communication from the institutions needs to be improved

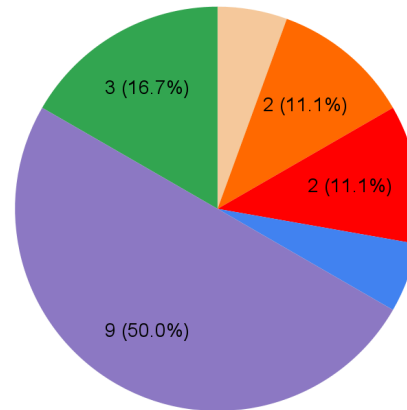


Figure 60. Pie chart of codes from answers to question 5 from Turin's demonstration session questionnaire.

When comparing these findings against the background of the contextualised success indicators, it becomes clear that the training and demonstration sessions have shown how stakeholders understood the innovative role of the dashboard, and how it will aid in data sharing. This can help in considering the success indicator referring to the use of technology for data collection and analysis. Specifically, respondents understood how this could support authorities in preventing juvenile delinquency in the context of the city of Turin, providing useful data to stakeholders and decision-makers. The initiative has helped stakeholders understand the role of technology, especially in terms of communication channels, as social media, mailing letters, and websites were mentioned as ways to improve communication from institutions.

The initiative succeeded in bringing together members of very different institutions, ensuring their engagement throughout the initiative and in the training and demonstration sessions. Respondents demonstrated how the improvements mentioned in the data collected at the demonstration session could aid the decision-making process in tackling juvenile delinquency. Namely, participants brought up the sustainability of the initiative, ensuring that long-term planning would be beneficial to the yielding of better results, which was considered more likely if 'Sbocciamo Torino' collaborated with existing projects. Thus, the success indicator that indicated consolidating existing partnerships and collaborations with other projects was fulfilled. Lastly, stakeholders seemed to understand the usefulness of the adoption of the tool developed, focusing on the operability and sharing of the data collected, as well as the improvement of the communication channels to support the initiative.

3.3.4. Outcome

The evaluation process helped gain insights regarding Turin's tool development by analysing data collected at the training and demonstration sessions. The adoption of the tool *Sbocciamo Torino* is still ongoing and could influence the achievement and fulfilment of the contextualised success indicators. Nonetheless, this section reports the findings from the data collected at both the training and demonstration sessions, comparing it to the contextualised success indicators and constructing an overview of the outcome.

Sustainability

The first success indicator that the city of Turin saw fit to adopt was the sustainability aspect of the tool and of the committee established through the initiative. Particularly, this indicator also refers to the consolidation of existing project opportunities and the identification of new ones. Through the demonstration session's questionnaire, respondents seemed to understand how expanding the initiative to others can help bring more long-term planning. Similarly, respondents also identified the importance in bringing staff that can be included in a sustainable future for the initiative. Lastly, stakeholders saw how technological improvements in data sharing and in the use of the dashboard could aid in ensuring a longer and improved future for *Sbocciamo Torino*.

Use of technological tools

The second success indicator that was identified referred to encouraging the use of technological tools, with a focus on data collection and data sharing through a digital platform. Participants and stakeholders acknowledged at the demonstration session that the data collection and sharing aspects are crucial to the initiative and need to be used to disseminate the initiative's objectives. Secondly, many respondents also highlighted the need to increase the use of communication channels, social media, and websites to improve the appeal and reach of the initiative. This attests to the enhanced role of technological tools within the initiative, making it easier to consider this indicator achieved.

Decision-making

The previous indicator is also connected to the supply of this data to the committee and the public, which can ultimately lead to improved decision-making processes by the municipality of Turin and the local authorities. Particularly, improving the data collection and the adoption of the tool can lead to better data analysis and decision-making, as the committee highly relies on the use of the dashboard. This can indicate that this indicator can be achieved in the future, as it is difficult to assess whether this has been the case, given it's been adopted and has currently been in use for a short time.

3.4 Nice

The focus area for Nice is designing and managing safe public spaces through the adaptation of the Ask for Angela scheme to the city context. Already implemented in several European cities, Ask for Angela, or *Demandez Angela*, in French, is a campaign that originated in 2016 in the UK. It is used predominantly by bars, but increasingly other types of venue, to keep people safe from sexual assault and harassment. Posters and stickers are used to identify participating venues. Through the use of a codeword - Angela - members of the public can discreetly identify themselves to staff as feeling in danger, insecure or being in an uncomfortable situation. The staff member will follow the Ask for Angela protocol, helping the person get home discreetly and safely by either escorting them to a different room, calling them a taxi and escorting them to it, or by asking the other person to leave the establishment. The staff member can also contact the relevant authorities, or assist the victim in doing so, where the victim wishes, to report any crime that might have taken place. The tool therefore engendered two types of end-users: i) the venues - owners, managers and staff working at the targeted venues, and ii) public end-users - members of the public that visits and use these venues within Nice city centre.

3.4.1 Evaluation process

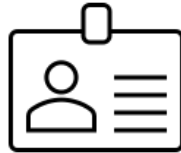
The evaluation of the tool developed in Nice is similarly presented through three phases of tool delivery: training, demonstration and outcome. However, in Nice, the demonstration phase was significantly longer than it had been across other cities, with the roll out of the scheme launching in July 2023 as a continuing process to date. There is therefore no set 'phases' of training or demonstration, and thus the data presented in this evaluation overlaps across these different phases. A combination of methods were selected to maximise pre-existing opportunities for data collection, minimise additional workloads for the city, while ensuring that the evaluation indicators were addressed, namely:

- o *Stakeholder Engagement*
- o *End-user Engagement*
 - o *Venues*
 - o *Public*
- o *Communication*
- o *Accessibility*
- o *Social Innovation*
- o *Support of Political Leadership*
- o *Tool Sustainability*

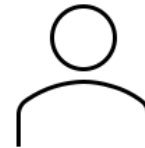
To ensure that different experiences of the tools development, implementation and delivery were obtained, all actors engaged in the tool were invited to participate as part of the evaluation. All of those invited, shared their experiences.



The Nice Team



French Forum Urban Security
Representative (FFSU)



Municipal Mediators



Efus Representative for Nice



IcARUS Consultative Cities

3.4.2 Training Sessions

The evaluation of training within Nice is divided into two sections within this report. First, we consider the initial training of the Nice team, once the Ask for Angela scheme had been selected as the appropriate framework for the prevention of sexual-based harassment and violence in the city centre. Secondly, we focus on the Nice teams' delivery of the Ask for Angela training for participating venues, the point at which the training and demonstration phases merge. Tool implementation, in this instance, required separate training for, first the municipal team managing and overseeing the tool delivery and subsequently, the venue managers and workers who would be administering the tool on a day-to-day basis.

1. Training for the Nice team

The first training session was delivered to the Nice team managing and overseeing the tool implementation, largely made up of colleagues based within Nice's Crime Prevention department, with two aims:

- (1) establishing monitoring tools to ensure the sustainability of the scheme and the "quality" of the venues who join the scheme; and
- (2) identifying the strategic guidelines, practical steps and resources needed for the development of an effective communication strategy.

The training session was interlinked with the first field visit (explored in the following section), and came after the tool had been launched. It was, therefore, also an opportunity for participants to reflect on the early stages of tool deployment to co-produce means of responding to the above aims.



Figure 61. *Training session for the Nice team.*

Utilising a Likert scale questionnaire, participants were asked to reflect on the training session to identify levels of understanding in the tool and their role, belief in the tool and its value to end-users, and the applicability of the tool to different end-users. The graph presents the results from six responses recorded by staff following their training, which were overwhelmingly positive, recording high levels across all categories. It is believed that the 'no response' findings are a result of human error, as they were all recorded by the same respondent and there is no other reason to suggest that these were intentional recordings of uncertainty (which might have been captured by the 'neutral' category). The results demonstrate that the training team had been able to successfully communicate the aims, purpose and delivery of the tool, in addition to the role of those who would be involved in it and the need for the tool, securing stakeholder engagement.

Training Survey: Nice Team Responses

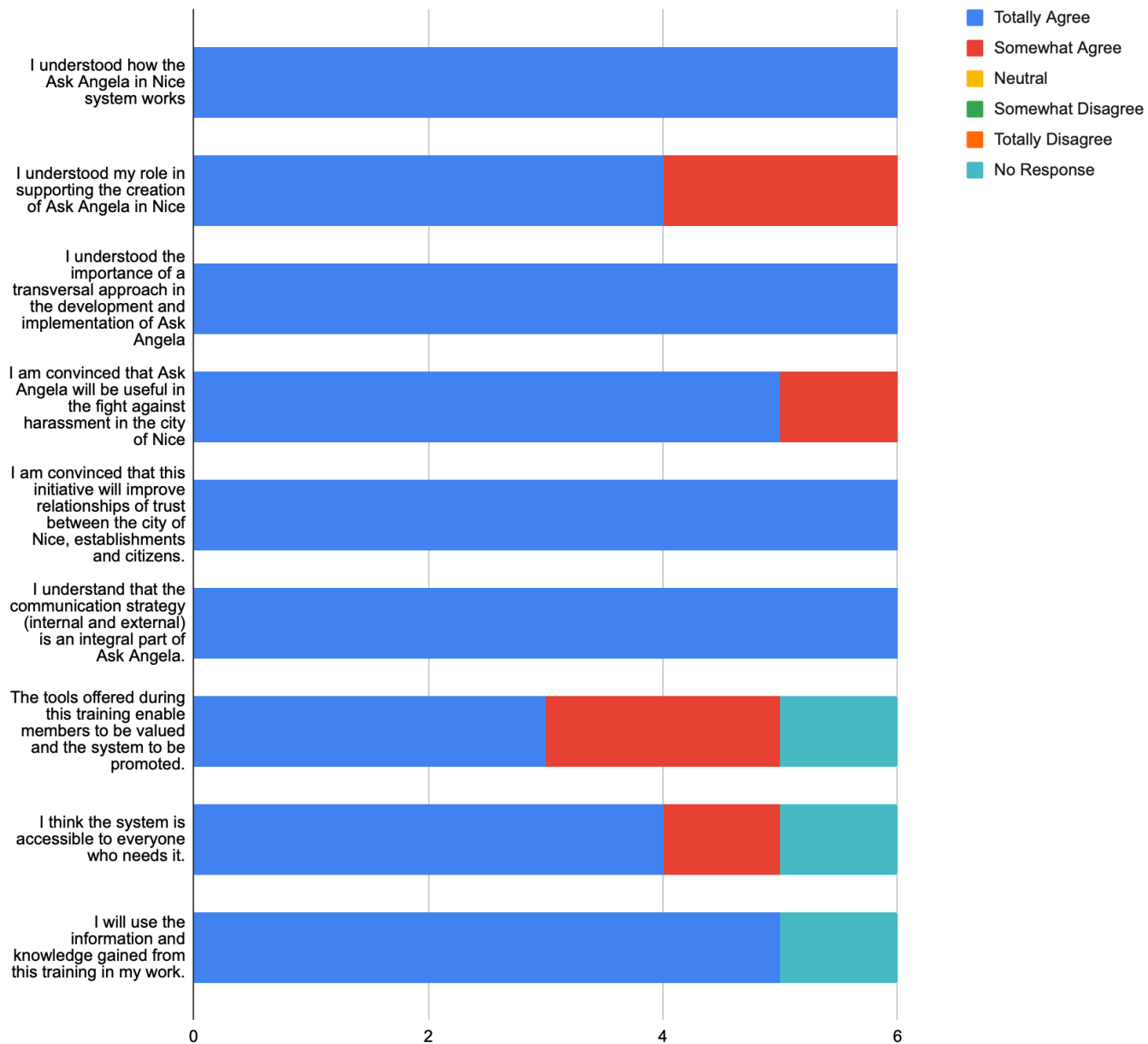


Figure 62. Bar chart of responses from Nice's training session survey.

2. *Training for venue end-users*

Training for the venue end-users was delivered by the prevention team within the municipality of Nice. The training sessions were run in-person, adapting to the needs of venues in terms of location, timings and duration, to maximise end-user engagement levels. The aims of the sessions were to raise awareness of street and sexual based harassment and violence, ensure venues and their workers understood the Ask for Angela scheme and its applicability to anybody who felt at risk or insecure, and the practical responsibilities of venues and their workers to ensure the effective implementation of the scheme.

Due to resource limitations, training was delivered to venue owners or management, rather than employees. This was identified across participants, during the training, demonstration and outcome phases, to be a limitation of the tool for a number of reasons. First, it meant that the Nice team could not be sure if venue workers subsequently received any training, or if they did, what form and quality this training took or its effectiveness. This limitation adversely impacted the ability to evaluate training provision beyond that which was delivered to municipal administrators and venue managers / owners. Secondly, it also made monitoring compliance with the tool difficult. As a result there was limited capacity to assess the levels of knowledge and understanding of the tool that resulted within individual venues. The following section explores how some of these challenges were responded to, when dealing with the delivery, or demonstration, of the tool.

Nonetheless, post-training reflections undertaken by the teams identified awareness raising amongst participants to be one of the most successful aspects of the sessions. By adapting their delivery to suit knowledge levels, venues were felt to have understood the importance of the scheme and their involvement in it. Several of the Nice team reported “positive” and “constructive” “exchanges and debates” (Vanina, FFSU; Cyrielle, Nice Team) amongst training participants, demonstrating good levels of venue end-user engagement.

3.4.3 Demonstration Phase

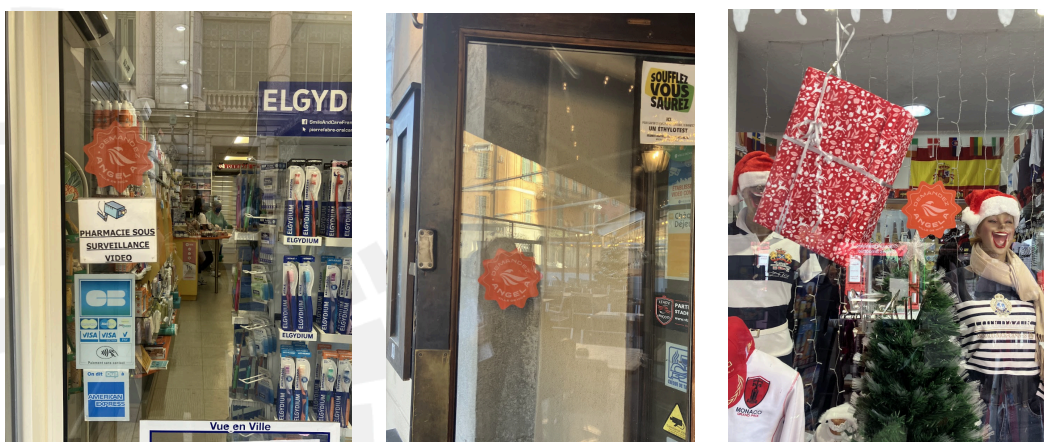
As earlier noted, the ‘demonstration’ phase of the Nice tool remains ongoing as part of a long-term programme of tool delivery. There was therefore no set demonstration activity or period within which objectives could be measured, as had been the case across the other cities. As a result, this section of the evaluation deals with data which is spread over the course of 12 months of monitoring and collection. These opportunities have now been transferred to the City, utilising the evaluation frameworks produced within IcARUS to facilitate their ongoing tool development. For this evaluation, we identified designated periods and opportunities for data collection and evaluation embedded within the processes of implementation.

Field Visits



There were key moments identified that offered the city and the wider consortium the opportunity to collect and reflect on data as the tool progressed. The first of these events was a field visit on the 14th December 2024, with a second following on the 14th and 15th May 2024. Participants of the field visits toured the city centre area to observe the presence of Ask for Angela, and engage with venues around their participation. These reflections were recorded on observation forms, designed by theFFSU who had previously rolled out the scheme in Bordeaux, which were then synthesised by the Nice team. The observation sheets asked respondents to identify any positive or weak points and the proposed actions to deal with these, alongside the feasibility (long or short term) and who would hold responsibility for these actions.

The first field visit, undertaken by the Nice team, Efus representative for Nice and the FFSU representative, identified a series of areas which could be further utilised in the delivery of Ask for Angela. Firstly, they identified the capacity for the scheme to work alongside a panic button scheme which had been installed across venues in Nice, that would enable venues to utilise the system when a victim came forward through Ask for Angela. It was decided that this was to be communicated further with venues to ensure effective link up between these separate schemes. Secondly, the role of the city prevention mediators could be further communicated and utilised, providing an important link between the prevention department and the venues on a day-to-day basis. Thirdly, the accessibility of the tool and its marketing was identified as visible, but having the potential to be improved through multilingual communication resources, reinforcing visibility of membership stickers amongst participating venues (including adjustments to the formatting). Fourthly, as earlier noted, the awareness and participation of venues in training to increase venue end-users was noted as a priority, as part of the team's ambitions for every venue to be certified as members of the scheme. The adaptation of training materials and delivery were similarly highlighted as potential options for increasing membership.



Figures 63, 64, 65. Stickers of *Demandez Angela* on Nice's stores.

The second field visit, conducted five months later, was undertaken during the day and evening, to identify any variations across the different venues within the daytime and night-time economies. The IcARUS Consultative Cities of Paris and the Generalitat of Catalonia along with the prevention team mediators were also present at these observations, in addition to those who were present at the first field visit. The team identified venue end-user engagement as an area for attention, ensuring that there was a continuation of venues signing up and participating in the scheme to facilitate tool deployment across the city. In response, the team proposed extending membership by inviting employees and organisations within the transport system to participate in the scheme. Ensuring that the prevention mediators were also visible and communicating the tool to venues regularly was also identified as a means of addressing membership concerns. Mediators were also identified as important stakeholders in facilitating public end-user engagement, by raising awareness of the schemes within the city.

The team also proposed identifying where “safe routes” had been achieved through venue sign up and conversely where these were not present due to a limited number of participating venues. Identifying where wider prevention and security measures such as CCTV and lighting locations synergised with participating venues (or did not) would also enable the tool to strengthen its contribution to the overall prevention of feelings of insecurity within the city. Related to increased membership, the role of training as another key observation, to ensure that the training format, content and delivery style were meeting the needs of venues – and therefore also easy for venue end-users to participate in. As above, the challenge of venue staff being aware of or trained in the scheme, and understanding their role in supporting potential victims was raised as a challenge, with some having reported that this had not been the case when asked during these observations. One solution which was identified as a success, had been for the prevention mediators to support the delivery of this training, responding when venue end-users requested it.

However, there remained limited resources to deliver training to individual venue staff, and with high turnover of staff in these entertainment, food and beverage industries also posing a challenge, observations led to the proposition of an e-learning training provision, which the team has now secured funding for the development and implementation of in future months. Finally, the general communication of the tool was identified as an area which could be further strengthened, to continue the momentum that had so far been achieved. The team committed to engaging in further communication campaigns and support for venues to encourage the advertisement of the scheme through tool material, such as stickers. An additional key action taken by city authorities was to work with consortium partners Loba to produce tailored materials for different types of venues (Figures 66, 67, 68, 69) to increase the visibility of the tool, enhancing both venue and public end-user engagement through heightened marketing and awareness. A further strategy was to utilise social media channels for communication, raising awareness of the scheme particularly amongst young people, who were identified within the second observation as a key public end-user demographic who could be further engaged.



Figures 66, 67, 68, 69. Branded venues merchandise.

On the second day of the field visit, the city authorities provided an update on the tool's progression since its launch in July 2023. Alongside reiterating some of the field visit findings and commitments, the team shared that, by May 2023, gained 83 members, with all having signed the charter committing themselves to the implementation of the scheme within their venue. Further, the scheme had been expanded from its original focus in one area (Rue Jean Docteur Place Masséna and Vieux Nice) to a much wider location (Rue de France) and with ambitions to mobilise city-wide. There has also been an accompanying diversification in the types of businesses that are being engaged with tool - beginning with shops and bars, moving to pharmacies, bakeries, transport systems amongst others. This was seen as a clear success of venue end-user engagement, with numbers continuing to rise and strategies identified to facilitate this growth, as above. Notably, the team had secured the membership of one of the central shopping centres (The Nice Etoile). This they considered to be an important milestone in both engagement and communication for raising awareness and implementation of the tool.

However, the team acknowledged the challenges that remained in expanding the scheme to cover different types of businesses within a wider geographical area, reaching the 10,000 businesses that are based in the North, East, South and Centre of the city. Whilst ambitious, the target demonstrates the perceived success of the tool to date, and the belief in its sustainability well beyond the IcARUS project. The team also reported the results of a short survey they had conducted through the prevention mediators to 42 participating venues, which demonstrated low levels of public end-user engagement (Figure 70). In the case of Ask for Angela this was not to be seen as a failure, as it indicated low victim levels. The finding that venues had identified an increased number of people reporting inappropriate behaviour, however, suggested that the tool had been successful in raising awareness of (in)appropriate behaviour and communicating the ability to report this to participating venues, which had not been present prior to the scheme.

"Ask for Angela" scheme since your membership

1. Have you noticed a greater number of people who have taken shelter in your establishment following your membership and the sticker affixed to your window?

☐ Yes

☐ No

If so, you estimate this number to:

☐ 0 to 10

☐ 10 to 20

☐ + 20

2. Have you heard back from people complaining about inappropriate behaviour against them in the public space?

☐ Yes

☐ No

If so, you estimate this number to:

☐ 0 to 10

☐ 10 to 20

☐ + 20

3. Have you called on the police since July 2023 on acts of street, sexist or sexual harassment?

If so, how many times have you called them?


☐ Yes

☐ No

4. What are the elements and/or questions that you would like to bring to our attention?



Nom de l'établissement :

Contact référent : 

Nom du référent :



.....@.....

Figure 70. Survey conducted in Nice to participating venues.

Reflecting on their participation in the second field visit, the representatives of the Consultative Cities identified a number of strengths and areas for improvement, that aid our understanding of tool effectiveness. They reported on venue end-user engagement that the tool is “growing well”, with communication campaigns viewed as having been successful in the tools delivery (Generalitat of Catalonia). In terms of stakeholder engagement, the City of Nice team were described as “enthusiastic and very motivated” (Generalitat of Catalonia) with “human quality, ambition, commitment and professionalism”, that was noted to enthuse and facilitate venue end-user engagement, building “trust” and “popularis[ing] the issue of street harassment” (City of Paris), demonstrating the importance of committed and engaged stakeholders for tool success.

Public Survey

The public survey was designed to be rolled out on three separate occasions: during a public communication event on the 4th May 2024; at the 14th May field observation; and finally at the one-year anniversary celebratory event open to the public on the 1st July. The survey aimed to obtain an understanding of public awareness of the tool, and people’s willingness to use it, with a capacity through comparison to understand how this changed over time, in light of increasing venue end-user engagement and communication campaigns. At the first event on the 4th May, a total of 79 responses were recorded. Unfortunately, due to adverse weather conditions, the team were only able to obtain one response on the 14th May field visit.



They were also unable to obtain any responses during the event on the 1st July; the Nice team reported that the timing of the event during “the middle of the summer season” reduced the public end-user engagement at the event, in addition to the limited time of those who did attend. Therefore, a comparison was not possible. The team are utilising team reflections from their event on the 1st to explore organisational learning opportunities for their continued deployment of Ask for Angela.

Figure 71. *Stand of Ask for Angela in Nice.*

Date of Survey Response

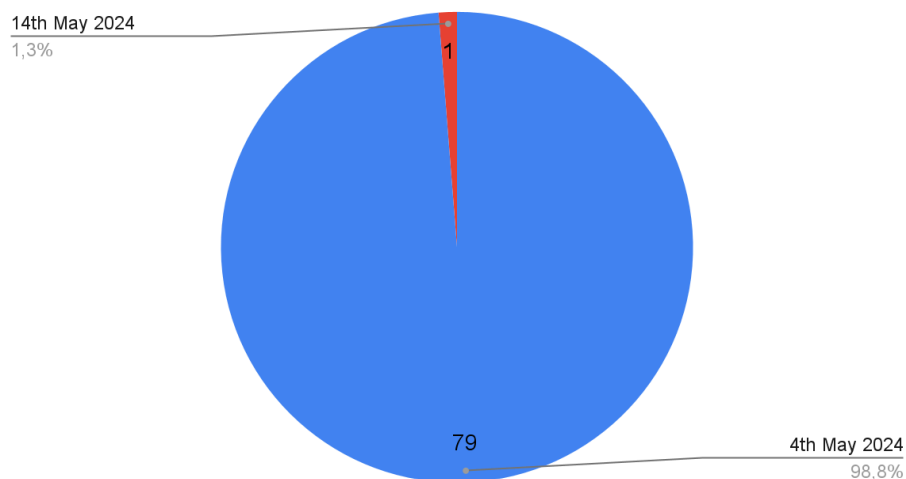


Figure 72. *Pie chart dates of answers for Nice’s public survey.*

The gender and age distribution of respondents demonstrated that the survey had reached a variety of public end-users.

Gender of Respondent

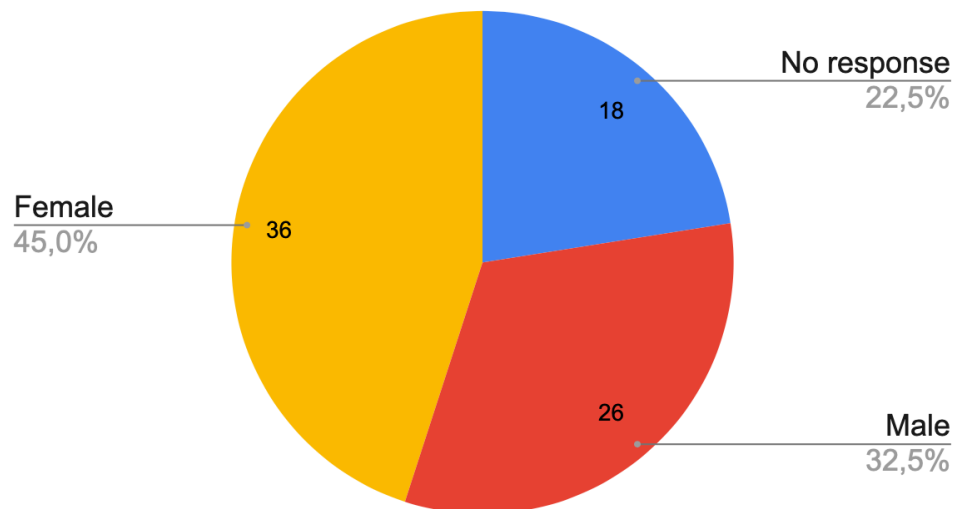


Figure 73. Gender of respondents of Nice's public survey.

Age of Respondent

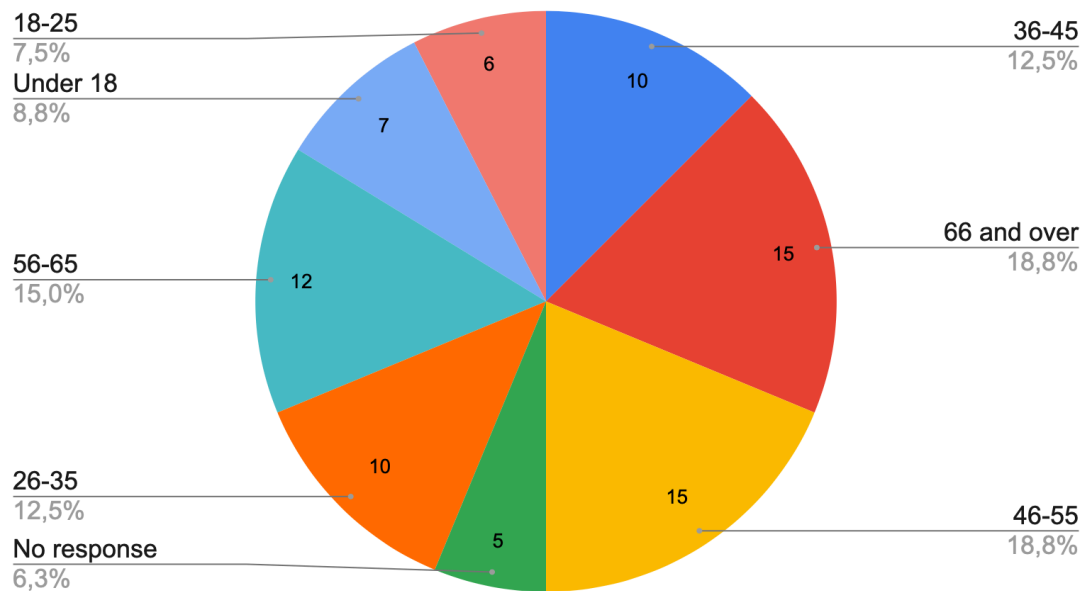


Figure 74. Age of respondents of Nice's public survey.

The majority of survey respondents (82.5%) did not recognise the Ask for Angela logo, which highlighted to the Nice team the need to expand the communication campaign of the tool, with a particular focus on the visualisation aspect, given more respondents recorded that they had heard of the tool, even if they did not recognise the logo.

"Do you know what the 'Ask for Angela' scheme is?"

No response

1,3%

Yes

20,0%

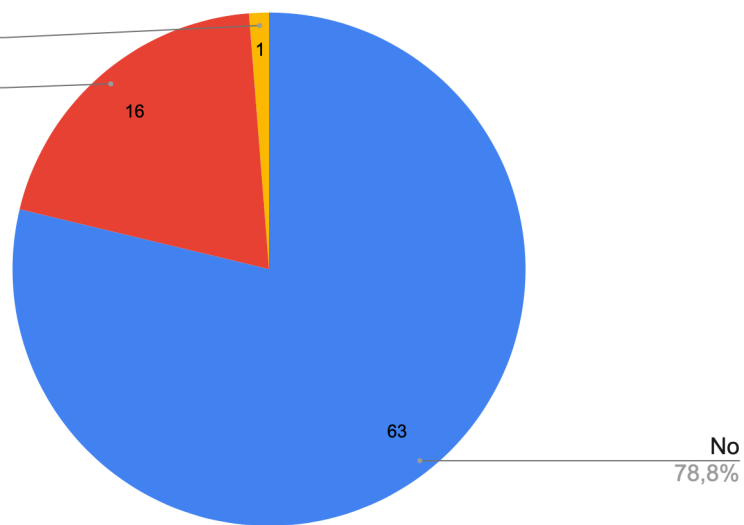


Figure 75. Public's awareness of Demandez Angela in Nice.

Similarly the high 'no' response rate amongst public end-users to both the above and below questions in the survey demonstrated that the tool, at that moment, did not have a high profile. It further demonstrated the need for greater communication strategies to raise awareness and engagement.

"Ask for Angela' is a support system for anyone in a situation of street harassment or insecurity, regardless of their age, gender or condition, day and night. Did you know that the establishments that display this logo are trained to welcome people who find themselves in a situation of harassment and insecurity?"

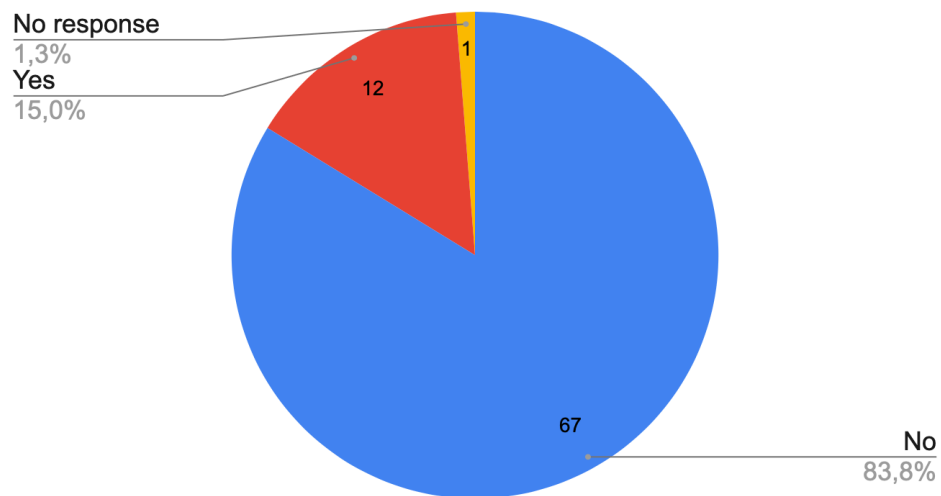


Figure 76. Public's awareness of Demandez Angela in Nice.

"Did you know that this system is open to everyone, regardless of age, gender or condition?"

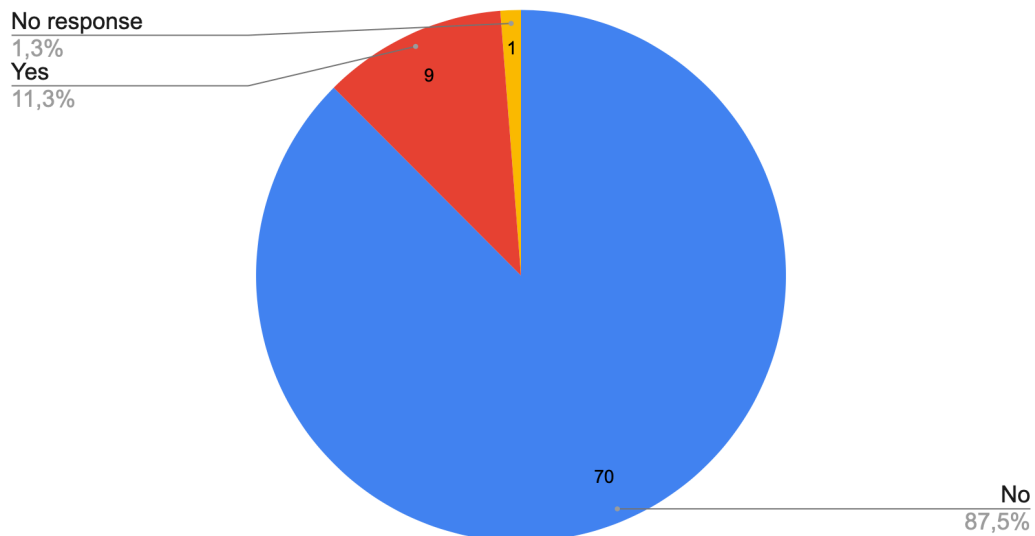


Figure 77. Public's awareness of Demandez Angela in Nice.

The final question of the survey revealed that despite limited public end-user engagement, there was a considerable public appetite for the tool. This provided the Nice team with further impetus to continue the deployment of Ask for Angela, with both a willingness to accept and utilise the tool recorded.

"Would you use this device if you thought you were at risk of sexual assault, harassment or insecurity?"

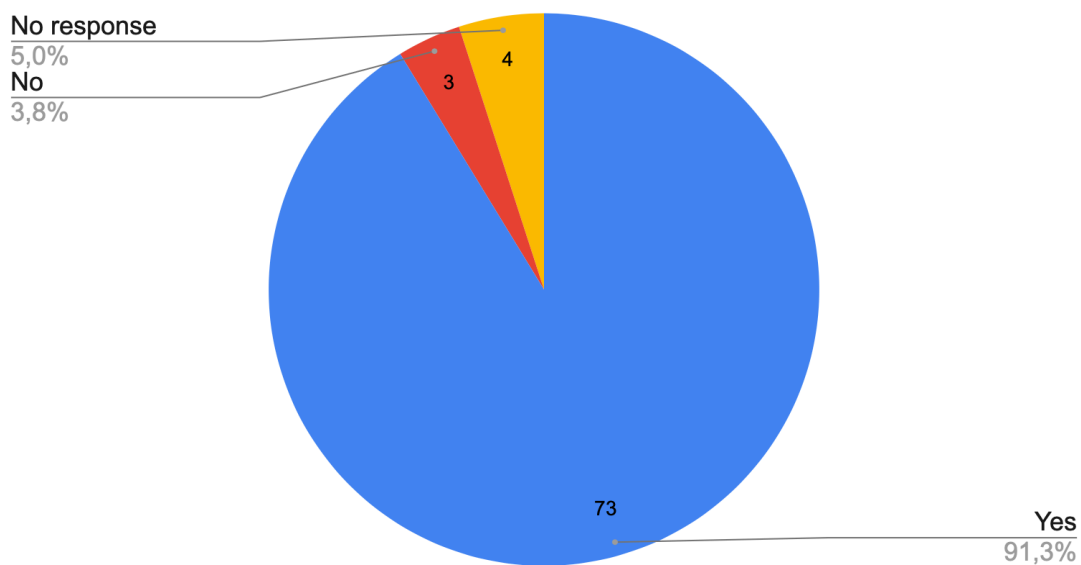


Figure 78. Public's intention of using Demandez Angela in Nice.

As we were unable to compare the data across subsequent times, we are unable to comment on the increase in awareness or engagement from public end-users. However, the Nice team have committed to monitor this by pursuing further roll outs of the survey, to measure the changes as the communication campaigns and venue end-user engagement continue to expand.

Venue Mapping

The Nice team have produced an online visual tool which maps participating venues. The map is available to the public and enables them to identify venues where they would be able to seek help, should they ever feel insecure or wish to report harassment or assault. The map, when "combined with the communication campaign aimed at making citizens aware of the existence of the system, will contribute to its success", according to the representative from the Generalitat of Catalonia.

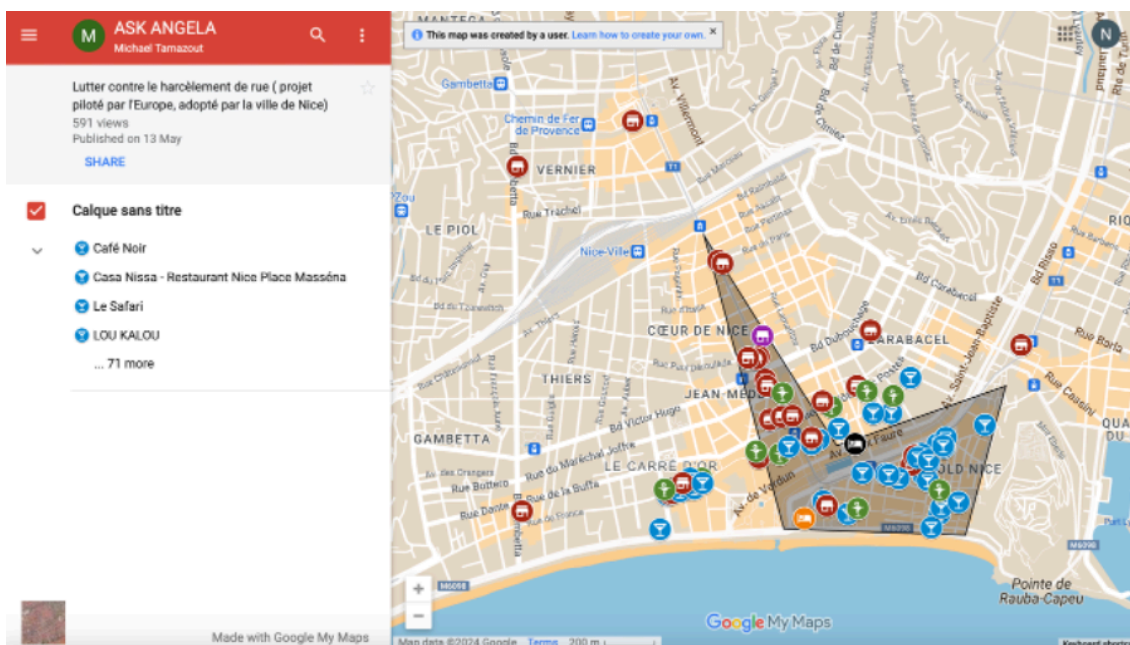


Figure 79. Map of participating venues for Demandez Angela in Nice.

It also serves as an important tool for monitoring the deployment of the tool across the city, identifying the “safe routes” (or not), as referred to during the field visits, enabling the Nice team to continuously reflect on and respond to venue end-user engagement and training needs.

3.4.4 Outcome

The final stage of evaluation sought to measure any initial outcomes providing insights into the overall tool development, implementation and delivery. As outlined, however, this also reflects the tool still being in a continuous delivery stage, as a long term programme for the City of Nice. It therefore draws on data collected through semi-structured and written interviews with the City of Nice team (4), representatives of Efus (1) and Ffus (1), and one of the prevention mediators involved in the scheme. The report therefore now reflects on the findings visible in the training and delivery phases, whilst also performing a holistic analysis of whether the tool has met its identified objectives to date, through an evaluation of key indicators, identifying both successes and challenges along the way.

Stakeholder Engagement

As in other cities, many of the interviewees described it being “interesting to have very varied partners and to have different approaches to the theme which enrich[ed] the debate” (Nice team Representative A). They also similarly noted that this raised one of the biggest challenges for them, requiring “effective coordination” to “maintain [the] level of enthusiasm” (Nice team Representative B). It also required them to stay “focused on the timeline in the face of a plurality of stakeholders” (Nice team Representative A). However, the multi-stakeholder approach was differently operationalised in Nice, as in contrast with other cities: “when the city of Nice decided to choose the focus area and the angle that they wanted to address, when they organised the first local workshop, the problem is that they did not identify the right stakeholders” (Efus Coordinator). This limited the multi-stakeholder approach when the focus transitioned from the North of the city to the centre, as explored in D.X., and resulted in the team working with “the internal services of our community and external partners already part of [the] working group [of IcARUS] on the development of Ask for Angela” (Nice team Representative C). Subsequently, it was noted:

“We lost the expertise of the social workers and the NGOs working on the ground because the City changed our location. So this is kind of like a weakness or a challenge, or an area for improvement, because they were not consulted in the city centre. But this has been how would you say, remediated... It has been overcome by the participation of the team of mediators because in the end, it's people who are from nine to ten in the evening on the ground in close contact the citizens, checking what's happening” (Efus Coordinator).

In other words, “Where the multi-stakeholder approach, in theory, didn't work in practice, but actually they've allowed it to be adapted to demonstrate a different type of multi-agency” (Efus Coordinator). The advantages of these collaborations was felt across the team: “development of the tool in the field was greatly facilitated by the investment of our mediation service” who provided the on-the-ground connections between the team and end-users, which in other cities had come in the form of NGOs or social workers (Nice team Representative B).

End-user Engagement

Two types of end-users were identified in Nice: venues or “members” – those who would use the tool in their working practices - and the public – those who would use the tool to report feelings of sexual harassment, assault or feelings of insecurity. We therefore address these two types of end-users separately, to provide greater insight into the challenges and successes of obtaining their engagement and understanding in the tools deployment.

Venues

Venues were described as having a “rather strong commitment” (Nice team Representative A), with many “very enthusiastic” about the scheme (Nice team Representative C). This enthusiasm was thought to have been achieved early in the process, ahead of and during the launch of the tool, through a communication campaign which the city had heavily invested into to raise awareness of sexual assault, harassment and feelings of insecurity, and the role of Ask Angela in combatting it. The high attendance at the launch event translated into direct sign ups from venues for training, subsequently signing the charter for membership to deliver the scheme in their venue. Concerns over membership sustainability were also identified in the +ethics nominal report within deliverable 3.6, with fears that this level of enthusiasm from venues “tends to run out of steam over time” (Nice team Representative A) might occur. The importance of communication was proposed by a number of participants as a key tactic for addressing this challenge, which for many was noted as the biggest one. Nice team Representative C drew on the second, tailored, communication phase referred to earlier (baguette bags for boulangeries, pharmacy medicine packs, glass protectors to prevent spiking for bars etc.) as a means of reaffirming commitment and enthusiasm amongst both the venues and the team. Part of this, she commented, was because advertising the communication materials “promotes them to their customers in view of the values they carry by being members of the Ask Angela system” (Nice team Representative C).

Positive and continued communication strategies enabled and enhanced venue end-user engagement, facilitating the promotion of the scheme within their establishments. The prevention mediators were also seen as vital stakeholders in these efforts, helping to raise awareness by sharing tool marketing materials, and utilising them to “mobilise as many member establishments as possible” to take part (Nice team Representative C). Further, they also provided a monitoring role, liaising with venues who were members of the scheme and utilising the marketing materials to share their engagement with public end-users. This informal, on-the-ground monitoring operation was to ensure venues were aware of their responsibilities as end-users, provide support to facilitate their engagement and offer further training where necessary, and considered a vital part of tool delivery and evaluation, across participants. This highlights the second biggest challenge the Nice team faced which was also linked to obtaining and maintaining venue end-user engagement - alluded to throughout this evaluation – namely the challenges associated with training.

“[M]anagers were trained so that they themselves could train their employees” (Nice team Representative B). This was the only feasible option for the team, to carry out the volume of training, given much of it was done for individual venues in order to meet their needs and maximise their engagement. However, it meant that there was an uncertainty and concern over the levels and quality of training for individual staff within the venues: “We see that staff vary greatly in establishments depending on the season, and that some new arrivals are not aware of the system” (Mediator, Nice Prevention team).

As a result, the team were aware of how “information is lost over time [and] you have to be very attentive to this”, where both staff turnover and limited resources are constants within the sector (Nice team Representative B). “Monitoring is not only about counting how many venues you have [signed up], it’s also the different communication channels that you develop... If the date of the training does not appear in the proposed monitoring tool, we cannot know when the next training will take place. Has there been any staff turnover?” (Efus Coordinator). Therefore, the need to “offer training and an evaluation of the system adapted to the own constraints of members who, let’s not forget, are free members but are themselves faced with the difficulty of running their businesses and therefore are not necessarily available to respond to all our requests” has been identified as a critical step in ensuring venue end-user engagement is both obtained and sustained over time (Nice team Representative B). “The very, very good thing is that now they’re going to switch to an e-learning platform. That will make the collection of this information automatic” (Efus Coordinator), overcoming a number of the resource limitations which result in these two biggest challenges to venue end-user engagement.

Public

The public end-user engagement was similarly described as “enthusiastic” (Nice team Representative A), with interviewees stating the public “favourably welcomes this device” (Nice team Representative C): “during our communication events aimed at the public, everyone agrees that it is imperative to act on street harassment because it represents a real societal challenge” (Nice team Representative B). The tool is therefore felt to have successfully responded to a public end-user need, since “few systems exist to prevent and combat it” (Mediator, Nice Prevention team). Interviewees evidenced their claims by stating that “support from the general public is felt within the framework of the active local strolls of the mediators who communicate on the system on a daily basis and who give us positive feedback” (Nice team Representative C) from “people encountered in public spaces (residents, tourists, etc)” (Mediator, Nice Prevention team). This willingness to support the tool is imperative to its success and sustainability, given it is a voluntary programme and is seen as intrinsically linked to enabling and encouraging venue end-user engagement: if public demand is high, venue take up will be. Similarly, however, it was thought that the general communication campaigns of the tool could have been further developed as regular activities, rather than a reliance on specific events throughout the year. This was felt by the Efus team in particular, to have had the opportunity to strengthen levels of end-user engagement further.

Social Innovation

Within the format of the design thinking methodology adopted within the IcARUS project, social innovation was to be a desired outcome of the process through which co-produced solutions were facilitated, based on issues identified by local stakeholders as requiring attention.

However, for Nice, “the design thinking methodology didn’t work as much as we would have wanted”, with the solution being derived from “more of a, like a political willingness to combat street harassment with a scheme such as Ask for Angela” (Efus Coordinator). This resulted in a loss of local stakeholder engagement, with responsibility for the co-development of the tool falling to the City, Efus and Ffus. Thus, “the design and implementation do not differ much from all the projects that the Nice prevention department carries out” normally (Nice team Representative B). However, the journey of tool development “on the one hand showed us that organising a local workshop in a city is not always the best solution” whilst at the same time highlighting the importance and value of “a political willingness to develop a tool. So it was a window, a perfect window of opportunity. When there is political willingness, it means that there is budget” to drive a project to success (Efus Coordinator).

Social innovation, therefore, came in two different forms from those initially identified at the outset: practical and societal. In the first instance, the scheme was “not innovative because it exists, but it's innovative in the way it has co-adapted to the existing alert buttons of the venues (Efus Coordinator), “compared to other communities which have an Ask Angela system, our member merchants benefit from an alert button directly linked to the Urban Supervision Center of the Municipal Police” (Nice team Representative C). In Nice, the tool enabled a multi-agency response to be co-developed through the combination of two individual systems, which had not been rolled out anywhere else. The second means of social innovation for the tool was the societal impact the tool was felt to be initiating: “Ask for Angela, it's a step forward of making people aware that today you can't say or can't do what men were thinking that was appropriate comportment” (Efus Coordinator). For those involved in the tools design, implementation and delivery, this move towards changing mindsets could be seen as a key success in the tools delivery to date. Where a local level municipality was unable to enforce change through laws, creating social impetus for change was an alternative – and effective – means of tackling feelings of insecurity.

Its rapid deployment proves that the vast majority of people want a quiet living space and share values of solidarity and kindness, which sends a very positive message which will curb people with bad intentions and increase the feeling of security within our city.
(Nice team Representative C)

Support of Political Leadership

Municipal political leadership was highlighted across all participants of the evaluation as having been forthcoming, supportive and unwavering throughout the design, development and implementation of *Demandez Angela*. As noted, the impetus for the scheme emerged from a political willingness to respond to a security concern that had been identified within the Municipality.

The support for the tools continued development, interviewees noted, had “greatly facilitated its implementation and deployment” (Nice team Representative C), through an openness and willingness “to test new tools for the safety of the people of Nice” (Nice team Representative A). As a result of this “great involvement” from a range of political actors, leaders were continuously made aware of the successes and limitations of the tool, enabling them to access the continued resource necessary for the tools long-term roll out.

Tool Sustainability

The sustainability “risks” arising from the aforementioned challenges of communication, venue staff training and monitoring compliance were mitigated by a number of factors. These included the development of the online e-learning platform, to enable streamlined, consistent, ad hoc and responsive training to be delivered that address, in part, the time and staffing limitations venues face. The platform should also allow monitoring of training compliance, including reminder systems for training renewals, and a system of communication to be established between the scheme and staff within venues for feedback and the sharing of scheme updates and information. For interviewees this represented a commitment from the Nice municipality to ensure the sustainability of the tool beyond the IcARUS project.

For all respondents, the overall picture was one of success, with 83 venues signed up as chartered members and a successful presence of the scheme within the city centre area. Aside from the tool-specific development discussed above, the team also identified that “not all of our fellow citizens are yet aware of this system to be able to benefit from it and the system has not yet been extended to the entire city, [which is] our final objective” (Nice team Representative C). This municipal expansion was felt to be both realistic and desired, with interviewees also commenting that the successful implementation of the scheme in Nice demonstrated how it would also be “of added value for all cities in France so that on a national level, we all have a coherent language on the problem of street harassment” (Nice team Representative B).

3.5 Riga

Riga is focused on designing and managing safe public spaces. The tool, called Par drošu Rīgu! or For Safe Riga!, involved the creation of a web application for use by the six chiefs of Department (CoDs) within the Riga Police, based in the six districts of Riga. This web application is to support an evidence-based approach to modifying and adapting district/neighbourhood policing tactics. The tool does this through two parts. Firstly, feelings of in/security amongst citizens are collected via a three-part survey, conducted by municipal police, district population services of the municipality, and NGOs. Secondly, it brings together these sentiments of the citizens and existing police data within an online dashboard which visualises the results of the analysis, for the CoD's to utilise alongside one another for informing policing tactics. The tool was demonstrated in one of the six municipalities.

3.5.1. Evaluation process

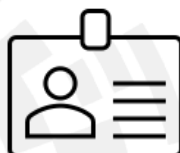
The evaluation in Riga similarly took place across the three main phases of tool delivery: training, demonstration, and outcome. A series of methods were selected in line with our priorities (elaborated earlier), which maximised pre-existing opportunities for data collection, minimising additional workloads for the city and their stakeholders, while ensuring that each of the indicators identified in deliverable 3.5 were addressed:

- *Stakeholder Engagement*
- *End-user Engagement*
- *Communication*
- *Levels of Trust*
- *Technological Innovation*
- *Social Innovation*
- *Support of Political Leadership*
- *Tool Sustainability*

To ensure that different experiences of the tool development, implementation and delivery were obtained, all relevant actors (see Figure below) were invited to participate as part of the evaluation. All of those invited, shared their experiences.



The Riga Team



Local Coordinators & NGOs



Patrol Officers



Police Chief of Department



Deputy City Mayor



Efus Coordinator for Riga



IcARUS Consultative City

3.5.2 Training Sessions

Following the training sessions, discussed in deliverable 4.2, participants were invited to complete a brief questionnaire. Implemented immediately after the sessions, participants were asked to respond to a series of questions, using a Likert scale from 'totally agree' to 'totally disagree'. The responses provided an indication as to the effectiveness of training for the Chief of Department in one session and for the surveyors (Patrol Officers and Local Coordinator) in the other:

Chief of Police responses

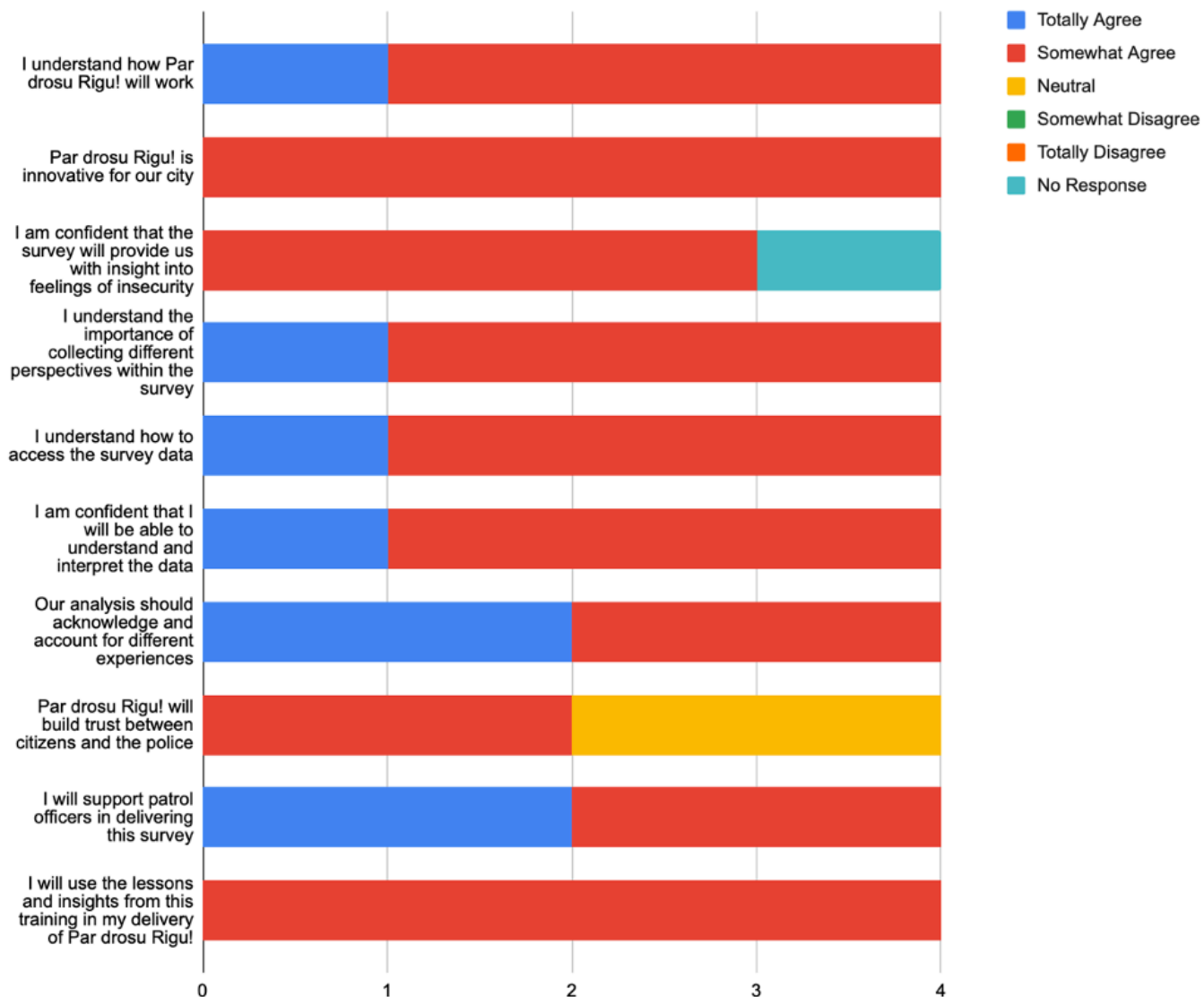


Figure 80. Chief of Police responses in Riga.

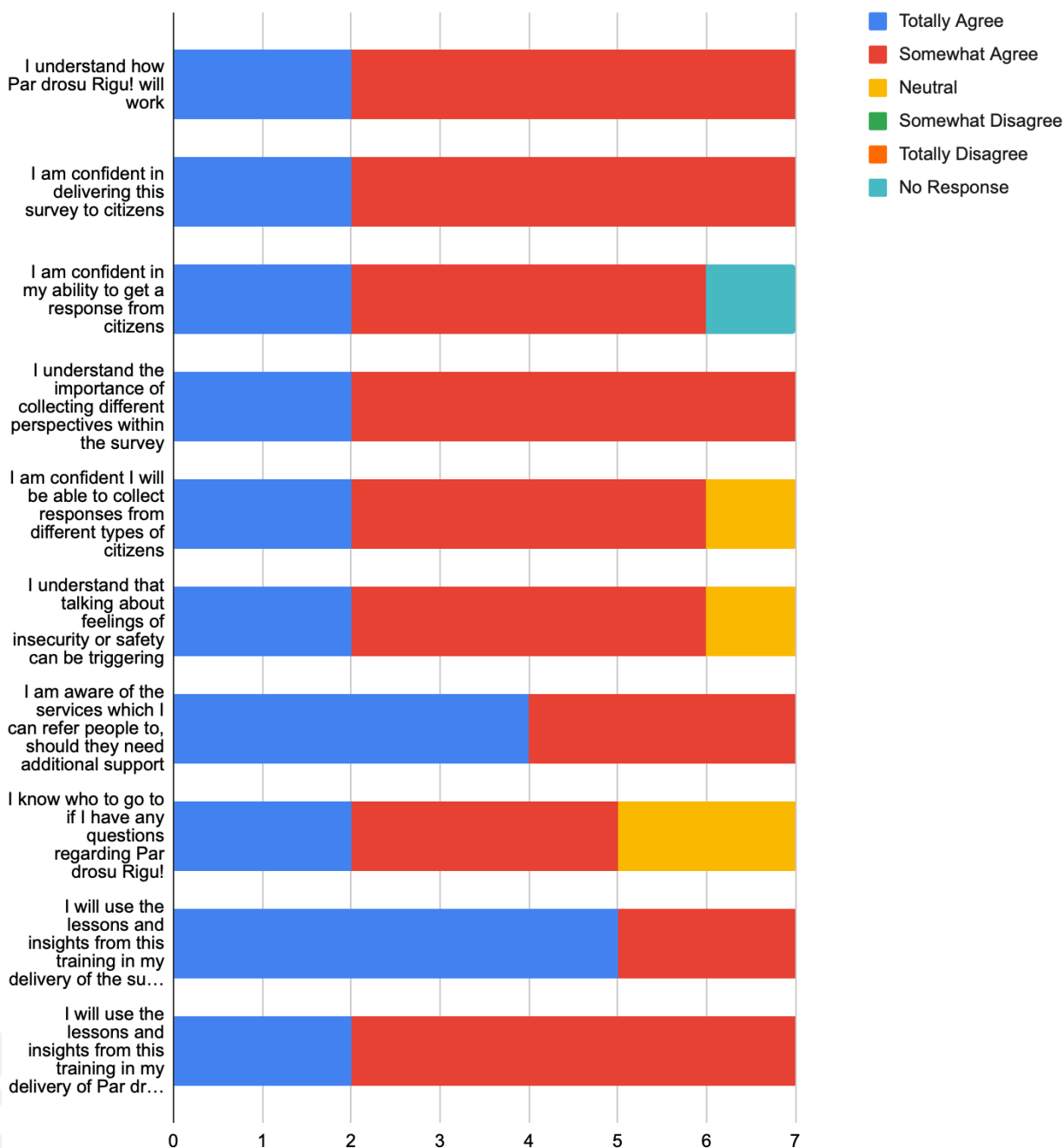


Figure 81. Surveyor responses in Riga.

* Question nine: 'I will use the lessons and insights from this training in my delivery of the survey'. Question ten: 'I will use the lessons and insights from this training in my delivery of Par Drosu Rigu!'

The results demonstrated a largely positive experience of the training sessions, across both categories of participant, with no negative ('somewhat disagree' and 'totally disagree') views recorded across the questionnaire. They illustrated that stakeholder engagement was present, with participants registering both understanding and confidence in tool delivery. This also suggested that the tool had been well communicated within and prior to the sessions. The results also suggested that all participants were aware of the importance for equality and diversity, recognising the importance of inclusive approaches which collected and analysed different citizen experiences.

In the training, they [the participants] were really asking questions and also thinking further. It was not the training itself, of course, they asked questions on the training, but then thinking further: okay, when the tool will be developed, how will we do this? and how would it be possible? et cetera. So, I think it was quite a good indicator [of their engagement and enthusiasm]. (Efus Coordinator)

The feedback also identified some immediate opportunities for learning. While the Chief of Departments were confident in their ability to utilise the technologically innovative element of the tool, they were less certain that the tool would increase trust between citizens and the police, and thus needed to be persuaded of the potential for social innovation going forward. For surveyors (patrol officers and Local Coordinators), communication over who to go to for support was identified as an area for development. This the Riga team were able to address quickly in the subsequent pre-survey briefing. One of the five invited respondents completed the post-training reflection survey which encouraged those responsible for delivering the training, to reflect on their experiences. The response suggested an importance of involving local stakeholders (Local Coordinators and NGO's) in delivering the training, especially where translation would be required as this was felt to have an impact on levels of engagement and understanding. The surveys above, however, suggested that this fear had not been realised and the training had been communicated clearly to participants.

3.5.3 Demonstration Phase

The demonstration phase consisted of a two-week period, within which the surveys of the tool were delivered by patrol officers and the Local Coordinator, and a subsequent debriefing with all relevant partners, which followed in week three followed by a fourth week of reflection for the Riga team. The following section highlights the findings from a range of methods used to understand the lessons, challenges and successes from this demonstration phase, including a fieldwork diary, qualitative observation notes, media report logs and a quantitative survey.

The Riga team were asked to keep a fieldwork diary which noted their experiences and reflections during the two-week surveying period. They reflected on the demonstration at two points: after day one and at the end of the two-week period. Staging these reflections enabled the team to respond to any immediate issues which arose at the beginning of the surveying period and provided important insights at the end of the demonstration phase for future iterations of the survey. At the end of day one, patrol officers recorded a positive experience of end-user engagement with the survey, having obtained approximately fifty responses from local citizens. By the end of the two-week surveying period, a total of 123 responses were recorded:

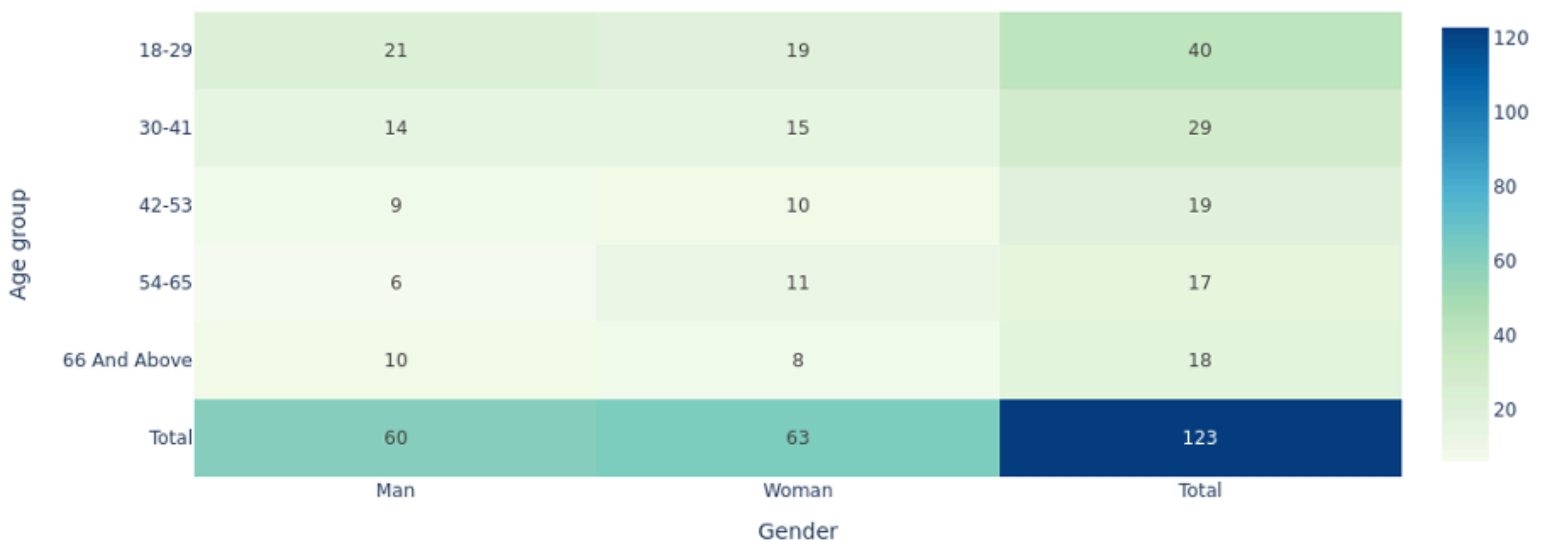


Figure 82. Age and gender of respondents in Riga.

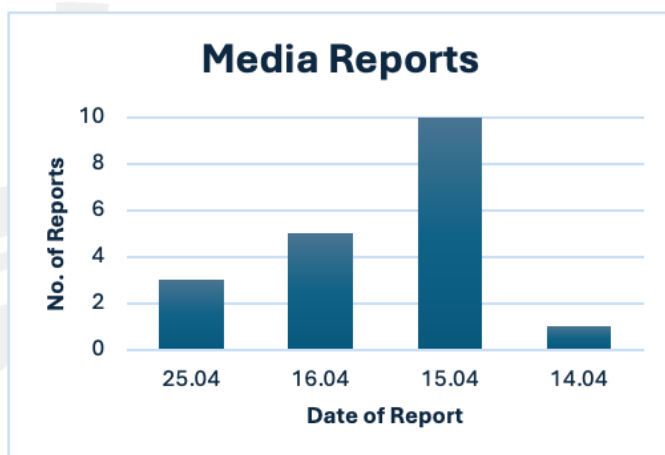


Figure 83. Number and date of media reports released in Riga.

In terms of strengths, surveyors stated that citizens were “ready to speak”, which they felt was aided by the media coverage that had raised awareness of the survey with citizens. These findings illustrated both high levels of communication about the tool, and the tools’ ability to improve communication between the police and citizens.

Patrol officers felt they were gaining “crucial information” about particular “violators in the area” which they were unaware of prior to the survey, suggesting the survey was building trust via new communication opportunities between citizens as end-users and the police as stakeholders. Further noted successes recorded by patrol officers who stated that the survey was not only “easy to use” in a practical sense, it gave them “new perspectives and experiences” of citizens and their feelings of in/security within their local area, which they had never previously obtained. This was also reflected in their survey questionnaires, developed and administered by Idiag, which recorded the perceived levels of enthusiasm amongst respondents:

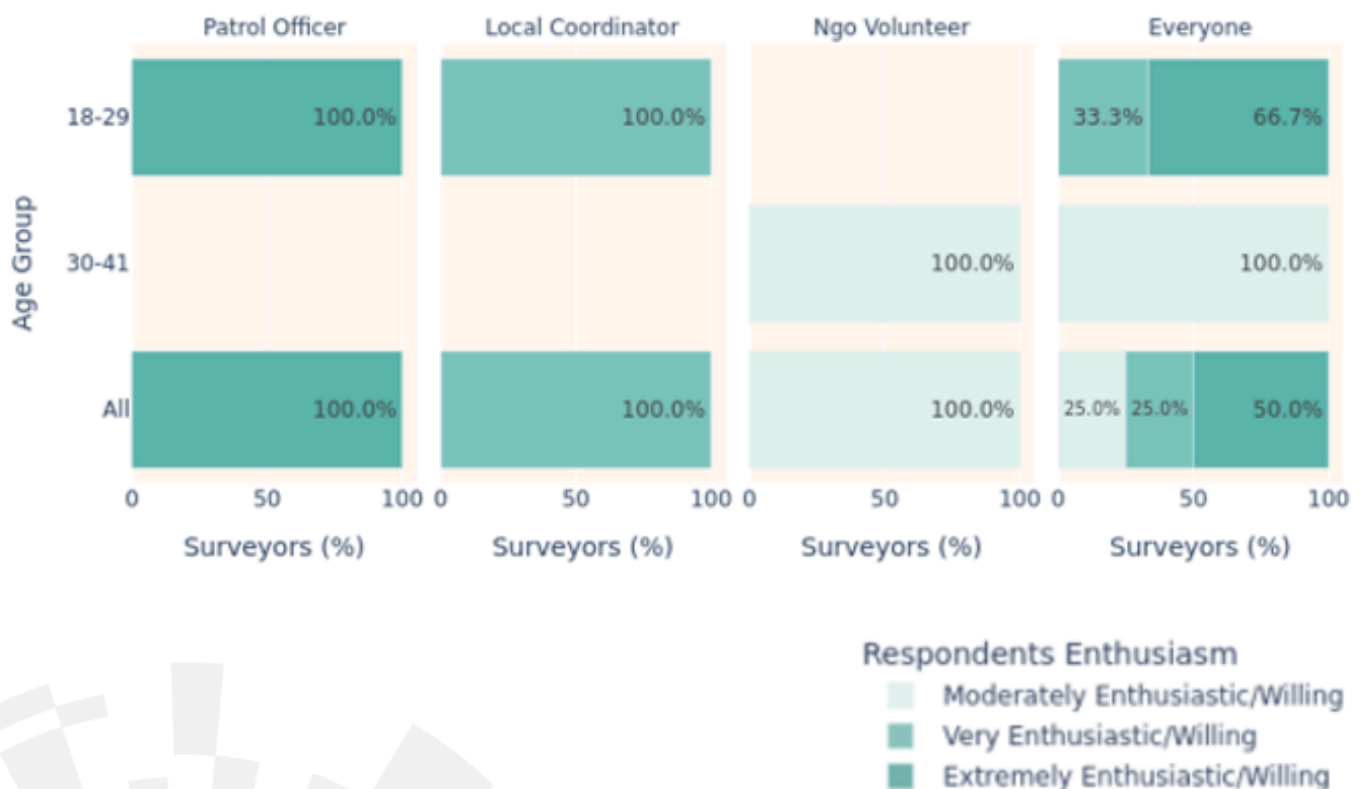


Figure 84. Perceived levels of enthusiasm amongst respondents in Riga.

In terms of challenges, Local Coordinators recorded that some respondents had had difficulty understanding one of the questions “about police reaction in case of urgent situations” because “lots of respondents don’t call the police, and don’t know how to answer”. When considering the next steps for the survey, the team identified further locations for the patrol officers to target, having obtained most of the day’s responses from “green spaces”.

This feedback was invaluable to aid strategy, with direction given to focus on “public transport stops” as the next area for surveying. This demonstrated the importance of staged evaluative feedback, to identify where tool delivery could be improved and developed in the short-term, as well as over the longer-term. Unfortunately, due to time constraints, the team were unable to complete a reflection at the end of week one, as had originally been planned.

The end of the survey fieldwork diary recorded strengths related to both stakeholder engagement in terms of patrol officer involvement and enjoyment of the survey delivery, and end-user engagement through participation numbers and positive interactions between officers and citizens. Reflecting on the content of the experiences obtained through the surveys, the Riga team felt the demonstration had given them “valuable results about locations for police tactic changes” that they had not previously been aware of through existing data sources, further demonstrating successes in terms of stakeholder engagement and end-user engagement.

The challenges identified included some perceived failures in terms of stakeholder engagement with the Local Coordinators and NGOs, with limited survey responses from the former, and only six from the latter. This was too statistically insignificant to be included in any data findings for the Riga team. In the debriefing session, the “footfall” of citizens coming into the offices where Local Coordinators were based, was identified as a reason behind fewer response rates, with Coordinators having attempted to adapt to this limitation by going onto the streets to obtain more responses. This revealed that the location of the survey was critical to its success, especially given the short time frame of the two-week demonstration period. The NGO representation was not available during the debrief, and so feedback on their limited engagement with the survey was not collected.

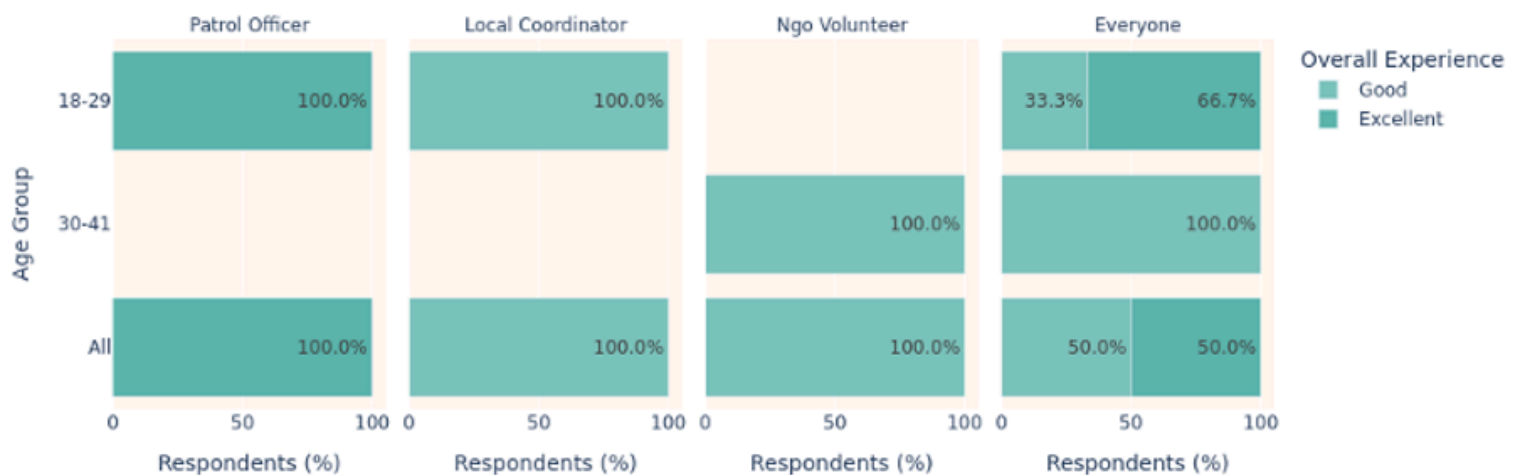


Figure 85. Perceived difficulty levels of surveying respondents in Riga.

The above graph records how the different surveyors perceived the difficulty of surveying respondents. The graph illustrates that, for the most part, there was little or no difficulty. Surprisingly, given the challenges faced by the NGO's and the few responses they were able to obtain, they registered 'not difficult at all' across all categories; in light of the other findings, the validity of their response could be questioned.



Figure 86. Positive consideration of experience of the tool in Riga.

While the above graphs, developed by Idiap, suggest that NGO and Local Coordinator surveyors were active during the process, recording a 'good' overall experience of the tool, there is little supporting evidence to suggest that they were able to administer the survey or engage with the feedback processes as had been hoped.

This was particularly important for the innovation of the tool which sought to improve multi-stakeholder engagement and cross-sector working and identified an area for clear improvement in future iterations of the survey, including working with Local Coordinators and NGOs to identify realistic timeframes and target audiences and enhancing communication with them to improve stakeholder engagement. This is also evident when cross-referencing with the surveyor surveys which suggest that the external stakeholders have reservations about future engagement in the survey:

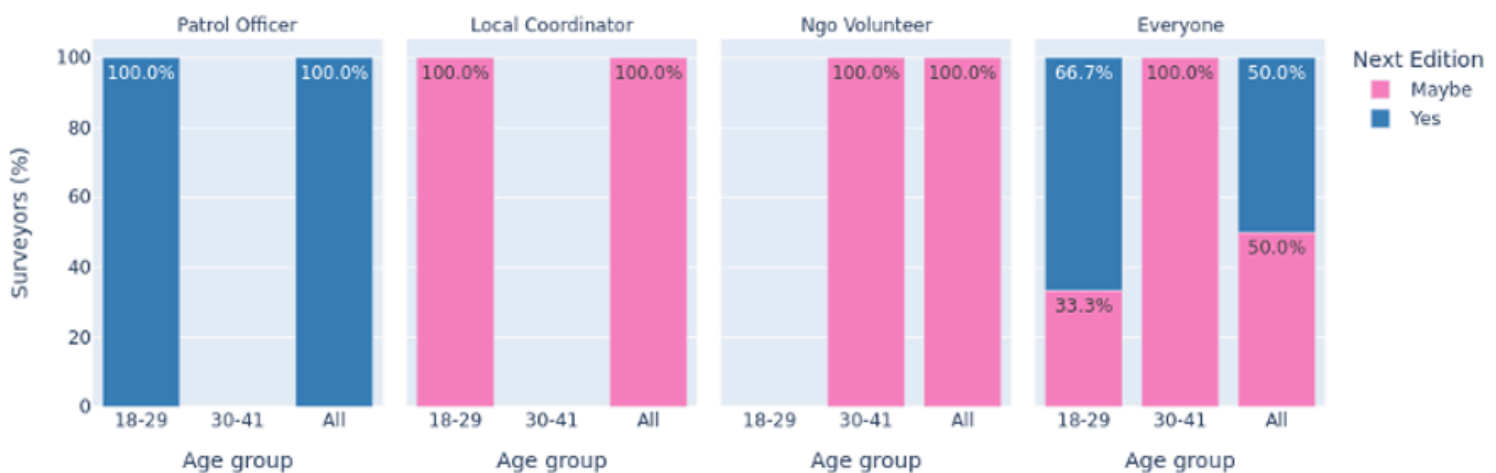


Figure 87. *Interest in future engagement with tool in Riga.*

A further challenge identified in the process resulted from the nature of the questions utilised in the survey; as end-user engagement had been so high, the survey provided insufficient space for citizens to share their experiences of (in)security. This limitation, which could be addressed in the next round of survey, however simultaneously illustrated a ‘success’ recording improvements in trust between patrol officers and citizens, through increased levels of communication and willingness to share experiences. Moving forward, the fieldwork diary also identified that “additional classifiers” would enable the survey to be more easily merged with existing police statistics, something which the Chief of Police noted during the debrief, as being the biggest limitation of the tool. For these stakeholders, there had been a hope that the tool would enable existing police data to be merged with the new survey data from citizens, to inform police patrols and tactics. This would have enabled the identification of “hotspots” where concerns were mirrored between crime rates and feelings of insecurity, or alternatively where the police might increase visibility in locations of insecurity that had been previously unknown through crime data. As part of the debriefing session, all stakeholders worked with Idiap to explore the application of the data, but it was found that merging the data was not possible in the platform which had been created. The tool required stakeholders to read the data simultaneously, or side-by-side, rather than providing a merged dataset. This revealed limitations to the perceived technological innovation of the tool, with the Chief of Police

uncertain about the resource (knowledge, data literacy and time) that this level of analysis would require from them and their ability to provide this.

3.5.4 Outcome

The final stage of evaluation sought to measure outcomes and provides an insight into the overall tool development, implementation and delivery. Utilising semi-structured interviews, conversations with the teams from Riga (2), Efus (1) and Idiap (1), as well as the Deputy City Mayor (1), the section explores the findings visible in the training and demonstration phases, whilst also performing a holistic analysis of whether the tool met its identified objectives, through an evaluation of key indicators, identifying both successes and challenges faced along the way.

Stakeholder Engagement

Pre-existing relationships with external stakeholders was reported across interviewees to have aided stakeholder engagement, in particular, obtaining a willingness to participate in the tool's development at an early stage. Both the Riga and Idiap teams, however, identified a potential to bring these external stakeholders in even earlier, specifically in terms of the design thinking methodology, identifying the problem statement and potential solution. The teams felt that this early-stage involvement would strengthen levels of engagement and communication amongst the external stakeholders of the Local Coordinators and NGOs, identified within the demonstration phase. For the Riga team, this meant the tool was based on recommendations from consortium partners and felt, "a little bit manufactured... as opposed to being that organic kind of naturally occurring stakeholder engagement" (Riga team Representative A).

The interviews identified that this would also have enabled greater levels of synergy in terms of feasibility (who is able to do what, when and how), language (what each partner understands core terms and processes to mean) and timeframes (which reflect working practices, resources alongside project needs). It would also have enabled a greater resilience across the project where staff changes / turnover within a four-year project were identified as a challenge faced for maintaining consistent levels of communication. This was felt to be particularly important to have improved levels of buy-in for stakeholders who were undertaking the activities for free (in the case of the NGOs who were volunteers) or as an additional responsibility that did not always complement their assigned working responsibilities (limited visitors to the offices of the Local Coordinators, or the survey period failing to coincide with NGO events, for example):

I think we had a quite good level of engagement from the police, both the patrol officers and the chief of police. But we faced some issues with the other stakeholders, local NGOs and coordinators also for this, these activities (Efus Coordinator)

It was noted across the interviews that patrol officers' willingness to participate and engage with citizens through the surveys was a real success of the tool. This had also been recognised by key political stakeholders as having important and positive implications on the city's capacity to act as a stakeholder within the wider European environment:

I'm really happy to see that our police engages in these international projects and is active on the European level, because I really see added value for that on all sides, to learn about the challenges, to gain some experience even before those challenges arrive in our city, and also to share the challenges and problems that we have in Riga to inform other European cities before those problems arrive there, so to reach resilient Europe, this international cooperation is something which I prioritise highly (Deputy City Mayor)

Stakeholder engagement then, was varied in terms of the type of stakeholder, but was nonetheless identified as a success of the tool. In particular, the benefits of the multi-stakeholder working which participants identified, such as engaging with "different perspectives, different opinions" (Riga team Representative A), was seen as "very fruitful, personally" for all interviewees (Riga team Representative B). Nonetheless, reflecting on the process as a whole led a number of the respondents to have suggested that co-ownership of the tool from the very beginning, would have only served to enhance the success of the tool.

End-User Engagement

End-user engagement – in this instance, local citizens – was similarly noted across all participants as a success for the tool. In particular, respondents felt this had resulted in greater opportunities for, and therefore a new way of communicating with citizens, especially for police officers:

What is positive when I talk to them, that they got different perceptions for them, how the people living in the area, people on the street feel, understand and see the territory where they live. Because when you are from the position of police officer, you see it from one type of perspective. And if you don't speak with these people, you don't understand how they perceive their own area. It was like something new, the insight for them. And also, they understood that... there is a lot of like normal people, not only violators, perpetrators. Because when you are the police officer, yes, of course, you speak and get in contact with like normal people, but mostly it will be violators or the victims. (Riga team Representative A)

For the Riga team, this development was an indicator of success in relation to citizen engagement with the tool and also signalled an ability to improve police-community relations more broadly. This increased citizen engagement was desired but not replicated across all stakeholders. As a result of limited external stakeholder engagement in survey delivery, there had been a limitation to the number of responses which the Local Coordinator and NGO had collected. Part of this challenge was practical:

I work in an office and thought that a lot of visitors will come to me. But they didn't, so the last day I also went on the streets and got some responses. Probably, if I used this tactic from the first day, the results would be different. (Local Coordinator)

For the Idiap team, this had the potential to skew the data, obtaining “very few responses, but very quick in time” in an attempt to overcome limited end-user engagement (Idiap Representative).

In terms of the data that the police officers collected, I think it's very good, it's actually very balanced, in terms of gender. I think it sort of shows the population distribution... In the long term, if they [the police] want to place the planning of these [police] forces in certain parts of the city, based on such information, it misrepresents a lot of them. And I mean, the consequences of it are larger than what I can think of as a data scientist, simply because there are political consequences and social consequences to it. (Idiap Representative)

The opportunities for improved service provision were therefore evident for all the stakeholders who had recorded that the demonstration phase increased opportunities for citizen engagement through the survey. This was critical for the Idiap Representative, as above, as longer term patrolling strategies should not be based on this level of survey responses. As the Local Coordinator also commented, this had an impact on the ability for these results to be utilised for local change programmes.:

I can initiate changes in the district... and also better understand needs and problems of certain area... Previously we had just online surveys on the webpage of City council. Sometimes it seemed that the certain persons or group of persons provided the biggest amount of answers. The results the police got on the streets seems different and not so monotonous.

The importance of end-user engagement is therefore paramount to the validity and reliability of data obtained through the survey. Results from the patrol officers demonstrate how this is attainable with the tool. Separately, results from the external surveyors reveal the importance of stakeholder engagement in achieving this.

Levels of Trust

As a result of the end-user engagement during the demonstration phase, especially that obtained through the patrol officer surveys, respondents overwhelmingly believed that the levels of trust between citizens and public authorities in Riga had been improved. The surveys shifted existing ways of working for patrol officers to engage in “human conversation between police officers and inhabitants” (Riga team Representative B). This was not something that was previously possible through the crime reports or two-yearly surveys which officers and their chain of command had previously relied upon. Opening channels of communication and providing citizens with an opportunity to share their feelings of insecurity through the surveys was deemed to deliver distinct benefits. It was felt to...

...strengthen the cooperation between police and citizens, that it will strengthen the trust relations, it will enhance the legitimacy of police... this tool, even without any like results from surveying, it's like win-win because you go to the people, you talk with them and it strengthens everything... the approach going on the streets, talking with the inhabitants about their feeling of security, it's also one of the like steps how to de-stigmatise the police profession, because from the... some kind of street bureaucrat or like person who is writing you the penalty, you move to the category of person who care, who want to listen and who want to speak. And it's really, really something different (Riga team Representative A)

This increase in levels of trust was identified by a number of the respondents during interviews, and was a key success noted in the Plus Ethics nominal report, illustrating the social innovation of the tool. For the Deputy City Mayor, this also represented the tools' ability to illustrate how, projects like Par drošu Rīgu!, could be exemplars on enhancing levels of trust between law enforcement agencies (and wider public authorities) and citizens, elsewhere in Europe:

If you look at this crisis in lack of confidence in public authorities in Europe as a whole, but also in Latvia, within that distrust, law enforcement agencies are those institutions which have most of the trust actually... so we have to use this [success] to demonstrate that the public sector is genuinely interested in what our people think and how they feel.

Technological Innovation

The technological innovation of the tool had been broken down into two key compartments by respondents: the survey and the online platform. As already noted, the survey was seen as a clear success in terms of levels of engagement, enhanced opportunities for communication, increased levels of trust between citizens and public authorities and a de-stigmatisation of police. It was also a success from a data collection point of view as noted by the Chief of Police: "the goals were achieved, new and relevant data on the security situation in the neighbourhood were obtained" through the survey. More specifically, utilising technology to obtain greater insights to feelings of security was innovative for the city: "it created a short survey; you can do the survey very quickly; it asks questions on different aspects of the city's security and it's utilised by different people [stakeholders] to collect different viewpoints [by engaging with a variety of different citizens]; it's a tool that can be deployed in a very small area, you can do it for a neighbourhood, not just a city" (Idiap Representative). This innovation in the means and type of data collected, had further benefits for the city:

The way they make their decisions has changed now... And not only you have now feedback from the police officers on ground, not only feedback from the records that you have, but also from the people, what they think of your presence on the streets and how you deal with it... [In addition] they didn't have a visual assistant for decision-making, and now they have something that can look at the data, which greatly improves - because looking at 100,000 records over the last six months is not possible humanly - so now you have something that simplifies and shows you. So in these aspects, I think there's innovation. (Idiap Representative)

The Chief of Police summarised the key limitation to this innovation, highlighting that when the data are inputted and analysed on the online platform...

...it only displays data visualisations in certain ways, does not allow data to be compared within the programme, and only allows you to create an overview of the data in which the visualisations are opaque. The programme does not provide any interpretation of the data or indicate any data anomalies or invalid data. More qualitative data analysis can be done by processing the obtained data outside the platform. (Chief of Police)

In other words, the online platform does “not provide you a solution, what you need to do... [which is] what the Chief of Departments would like to see” (Riga team Representative A). This was noted by the Riga, Efus and Idiap team as being “the main misunderstanding we have... that they wanted to have mapping data, and something that gives you an answer, and a proper solution that can be implemented in the city”, however, “when we developed the tool, we all thought that it would be a help for decision (Efus Coordinator), “in the original concept, we always use the word assist policing decision-making. We never, it was never framed as a, how do we say, like a predictive tool or it's going to do the job of the police” (Idiap Representative).

The shared elaborations on this end result identified a perceived miscommunication which further reiterated the importance of early collaboration across stakeholders and the challenges of multistakeholder projects, especially where there are additional challenges of different working practices, languages and expectations which aren't fully synergised, as earlier explored. The online platform therefore had limitations, and utilised existing data analysis programmes to ensure that the survey data collected could be maximised:

If you look at the data we got from the survey, we worked a little bit with the data in Power BI [data platform used by Riga police] and it seems that the perspectives the respondents provide to us are totally different from the statistics. And when we visualised it on the maps by ourselves, not using the [data software from Idiap], but using this approach, we got totally different results from results we get daily. So, it was really, really interesting. (Riga team Representative A)

This demonstrated that while there was limited innovation in terms of the online analysis platform, technological innovation was still evident within the tool through the collection of new survey data and its application through Power BI. In other words, whilst the online platform “didn't fully meet the expectations” of the Riga police (Idiap Representative), it enhanced existing working practice and provided greater capacity to obtain social innovation, through technology. Feedback from the consultative city representative at the debriefing session, whilst identifying this miscommunication over the online platform element of the tool, recorded interest in a similar tool being utilised in their own city because of this ability to increase levels of communication and trust between law enforcement and citizens through the use and application of survey data.

Political Leadership

Defining that this is a priority for the city council, the cooperation and development between the municipality at large, and in this specific case in the form of the Municipal



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police, and the city inhabitants... to develop and demonstrate genuine interest, it has been a political priority for the city council and in this regard, developing this Riga tool by the Municipal police goes exactly in this direction. (Deputy City Mayor)

The Riga and Efus team respondents all noted that the support of political leadership was critical to the success of the tool. This was important in practical terms, enabling the Municipal police to allocate resources to the four-year project and providing the Riga team with the backing to encourage and facilitate changes to working practices in an organisation which was noted to be “conservative” and sometimes resistant to change. The Deputy City Mayor’s interest in “developing the police force in general” (Riga team Representative B) was therefore deemed to contribute to stakeholder buy-in and engagement, providing the political backdrop against which changes could be justified and supported through the tool. Simultaneously, the successes of the tool in increasing communication between public authorities and citizens, and therefore building trust, facilitated the support of political leadership. As the Deputy City Mayor noted:

Very often they [local citizens] complain about some insecure areas, or different aspects of feelings of insecurity, not necessarily supported by data... we started a more active discussion on this with the municipal police. It doesn’t help if me as a politician or a policeman as a public official just says... “your complaints are not valid because we don’t have data supporting it” or “you might feel insecure but it’s a very secure area you are living in”, just saying it will be interpreted as arrogance and disrespect for the citizens and will make the situation of distrust even worse, it doesn’t help. Although yes, we do invest time resources and human resources, in talking to your citizens, but in the end I think it pays back in a more integrated and resilient society.

The level of success that the tool was seen to offer in this pursuit led to a commitment from the Deputy City Mayor to generate cross-party support for continuing the work of Par Drosu Rigu in its contribution to tackling feelings of insecurity in Riga:

In one year we will have Municipal elections, and all these good things we have started, I would like to see them continued, irrespective of the results after the election so that’s my motivation to engage people from different political parties to be informed, so that whatever happens, this work goes on...

Tool Sustainability

The sustainability of the tool was understood by some, as a part of a longer term (and broader) ambition for the city to improve levels of trust and engagement between the police as representatives of the public authority and citizens, demonstrating the tools capacity to contribute to these political endeavours.

... we can also be the messengers of this in a broader society. I want the politicians to demonstrate to the municipal police that it is not only my priority as a deputy mayor but the priority of the broader community of politicians who are saying ‘yes we should invest our resources in strengthening and collaboration between the police and the

citizens'. We will see how to multiply this experience also to other areas. Of course we will have challenges, and this is a very human related question, so you have to have interested policeman who believe in this tool as well, so we have to develop this learning culture within the organisation, readiness and openness to learn new things, even if these things don't come somewhere from above, from politicians, the national police or other decision-makers, but those new things might come from society at large, from the grass roots. Of course it is a challenge to train the muscle, within the police, of trusting what citizens say... we are dependent on having open, ready to learn police who want to use this tool, because I might support it, but I will not be the one using it on a daily basis, so that is on the part of the challenges, but absolutely I see that this is a way that we will encourage our Municipal police to go forward and multiply the use of this mechanism in other areas of Riga. (Deputy City Mayor)

The tool was also viewed as a mechanism to contribute to positive changes in working behaviours and organisational culture within the police, by illustrating its potential benefits to “procedural justice, trust, legitimacy and communication” that could begin to “change the mindset” and “orthodox” culture of some police departments to reject the value and utility of citizen engagement and involvement in obtaining and enhancing security (Riga team Representative A).

3.6 Stuttgart



Stuttgart is focusing on the problem of prevention of radicalisation leading to violence. The Stuttgart Tool, Trick17, is an interactive mobile performance/workshop which is designed to be held in public spaces and environments frequented by young people in different parts of the city. The Tool employs a magic show as an instrument, which aims to increase young people's resilience in the face of radicalisation by demonstrating, through audience engagement, how people can be easily tricked and influenced to adopt extreme views and behaviours. The magic show serves as an instrument of distraction, illustrating how participants can be swept up in the decisions and views of others. Through this 'paradoxical intervention', participants are encouraged to engage in the opposite behaviour of that which they have been exposed to. They are empowered to do this by critically reflecting on the main concepts and values of democracy, which are challenged during the tricks, through developing a more questioning outlook

3.6.1 Evaluation process

The evaluation of the Stuttgart tool was also conducted across the three main phases of tool delivery: training, demonstration and outcome. In line with project priorities, a series of methods were selected to maximise pre-existing opportunities for data collection, minimise additional workloads for Inside Out, the City of Stuttgart and their stakeholders, while also ensuring that each of the indicators identified in deliverable 3.5 were addressed. These methods are summarised in the graphic below:

- *Stakeholder Engagement*
- *End-user Engagement*
- *Empowerment*
- *Communication*
- *Social Innovation*
- *Tool Sustainability*

To ensure that different experiences of the tools development, implementation and delivery were obtained, all actors engaged in the tool were invited to participate as part of the evaluation. All of those invited, shared their experiences.



Inside Out



City of Stuttgart



Efus Coordinator for Stuttgart

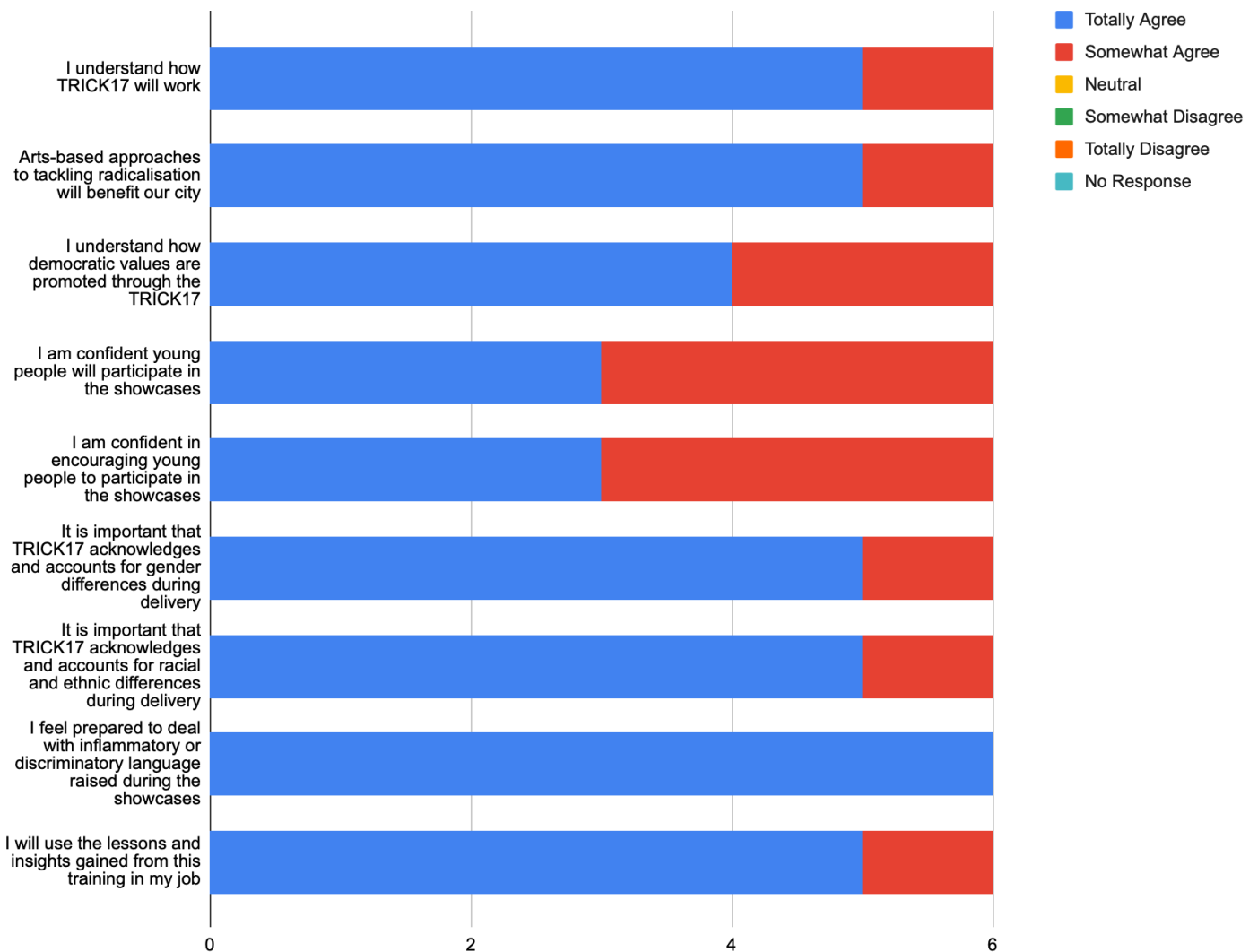


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3.6.2 Training Sessions

Two training sessions were delivered as central to the implementation of Trick17. The first training session was delivered in-person, for the Inside Out team, exploring the role of arts-based approaches, the development and application of the tool, and a gender-inclusive approach to delivery. This training session consisted of 6 participants who were all asked to complete a survey which identified the extent to which they agreed with a number of statements. These statements provide an insight into the perceived understanding, innovation, practical application and values of Trick17, as well as individuals' confidence levels.

Figure 88. Responses of Inside Out team at training session in Stuttgart.



The above graph indicated positive experiences, with responses recorded along a Likert scale. The results revealed that the training session had been a success in providing participants with the knowledge, understanding and confidence to deliver Trick17. Whilst still positive, it would be expected that confidence in levels of youth engagement would be slightly lower, given this is a predictive question. The feedback therefore demonstrated high levels of internal stakeholder engagement, a belief in the tool to deliver end-user engagement and social innovation through arts-based practices, and a commitment to empowering all (and different) participants. Further, the level of understanding recorded also suggested that the tool had been well communicated amongst the team.

A second training session was delivered to representatives of the City of Stuttgart and numerous social workers who were to be involved in the tool demonstration phase. The session was conducted online, at a later date to the internal Inside Out training event. A reflection survey on the training events explained that an online session was the only option for these stakeholders due to limited availability. The reflection also revealed that despite the content being positively received by delegates, stakeholder engagement during this training was limited due to the number of delegates failing to have attended due to sickness, leave or lack of availability. Despite numerous attempts from the evaluation and Stuttgart team to obtain feedback, no responses were recorded. Hence, the reflection for the Inside Out team member could not be further validated. These limitations to stakeholder engagement were explored in outcome interviews, discussed later, and identified personnel changes, fluctuating lines of communication and limited resources from the City of Stuttgart to maintain high levels of engagement as contributing factors.

3.6.3 Demonstration Phase

The demonstration phase consisted of four performances of Trick17, held over the course of three days. The performances were followed immediately by 'debriefing sessions' which considered the manipulation of the tricks and explored the issues of radicalisation and extremism with audience members, to illustrate how radical groups can exploit people easily through deceit and excitement. The first two performances were used by the team as testing mechanisms, to identify any initial concerns, challenges or limitations, prior to the latter two performances which involved a much larger number of stakeholders. The use of an Instagram page was initiated during the demonstration phase, to maintain youth engagement and provide means of contact with the team and other stakeholders, beyond the performance. Cards with QR codes which linked to the Instagram page were handed out at the end of each performance. This demonstration phase was evaluated through a series of qualitative and quantitative methods: observation sheets, youth feedback surveys, consultative city feedback surveys, fieldwork diary, colour-coding feedback, visual footage including photos (see below) and videos, and Instagram engagement data.

Performance One: City Centre



Figures 89, 90. Test performance of the tool in Stuttgart.

The first performance took place in the city centre, with only the Inside Out team present, given it was a ‘test’ for the tool to identify any immediate challenges or limitations which could be addressed immediately. The fieldwork diary, completed by the primary consortium contact within Inside Out, identified a key challenge to be practical – the busy and outdoor nature of the location meant the noise level was too high and technology aids were required (such as a microphone) to ensure the end-users, or audience, were able to hear and fully engage. Other participants who did not stay for the duration of the performance were not identified as the target end-users, including parents, children who were too young or adult passers-by and so this was not felt to have impacted levels of end-user engagement. For those who were identified as the target end-users, their engagement was determined to be high and illustrated through active participation in both the tricks and the debrief afterwards. The observation sheets completed by three members of the Inside Out team, summarised below, also reflected these comments:

Participants

- Approximately 15 participants
- 80% participants young people, approximately 17-19
- Equal gender balance

Engagement Levels

- High from active participants
- Interested in follow up conversations
- A smaller number of observers did not stay for the duration

What went well

- young people motivated, enthused and open to engage
- topic of extremism understood

What could be improved

- transition between show and topic of extremism
- practical: use of technology (microphone, light, sound); use of tape on floor

Other comments

- The concept works
- Weather may impact outdoor shows

Figure 91. Observations following the test performance from Inside Out Team

Performance Two: Train Station



Figures 92, 93, 94. *Second test performance of the tool in Stuttgart.*

Similarly, the second performance was also undertaken as a test, with only the Inside Out team present. The fieldwork diary, conducted by Inside Out Representative A, identified the location of the train station to be the ‘most complicated’ due to the particularly challenging environment. The location was described as ‘unpleasant’ with ‘disturbances from the homeless’ and ‘people in a hurry’. This was felt to have a significant impact on end-user willingness to participate. For the small group who did participate, however, the level of engagement was felt to be high, reflecting the active listening and contribution that was visible in the first performance. This demonstrated that the tool was both usable and effective, even in challenging environments. Observation sheets completed by three of the Inside Out team also reflected these findings:

Participants

- smaller group
- 7-8 young people approximately 14-16 years old; two girls approximately twenty years old

Engagement Levels

- Participants were active
- Positive comments received

What went well

- the script of the show

What could be improved

- debriefing with participants: they left quickly after the show

Other comments

- discontinuation of this location - low participation, unpleasant surroundings

Figure 95. *Inside Out Team’s observations following the second performance.*

Performance Three: School

The third performance was the only 'controlled' environment, within a school setting. The audience was pre-determined through class selection by the school, in contrast to the more open and fluid nature of the other performances which relied on targeted end-users passing by and agreeing to participate. Yet, the results were largely consistent. The fieldwork diary noted that end-user engagement was high, monitored through participation levels in both the performance and the debriefing, and observation notes similarly reported positive outcomes:

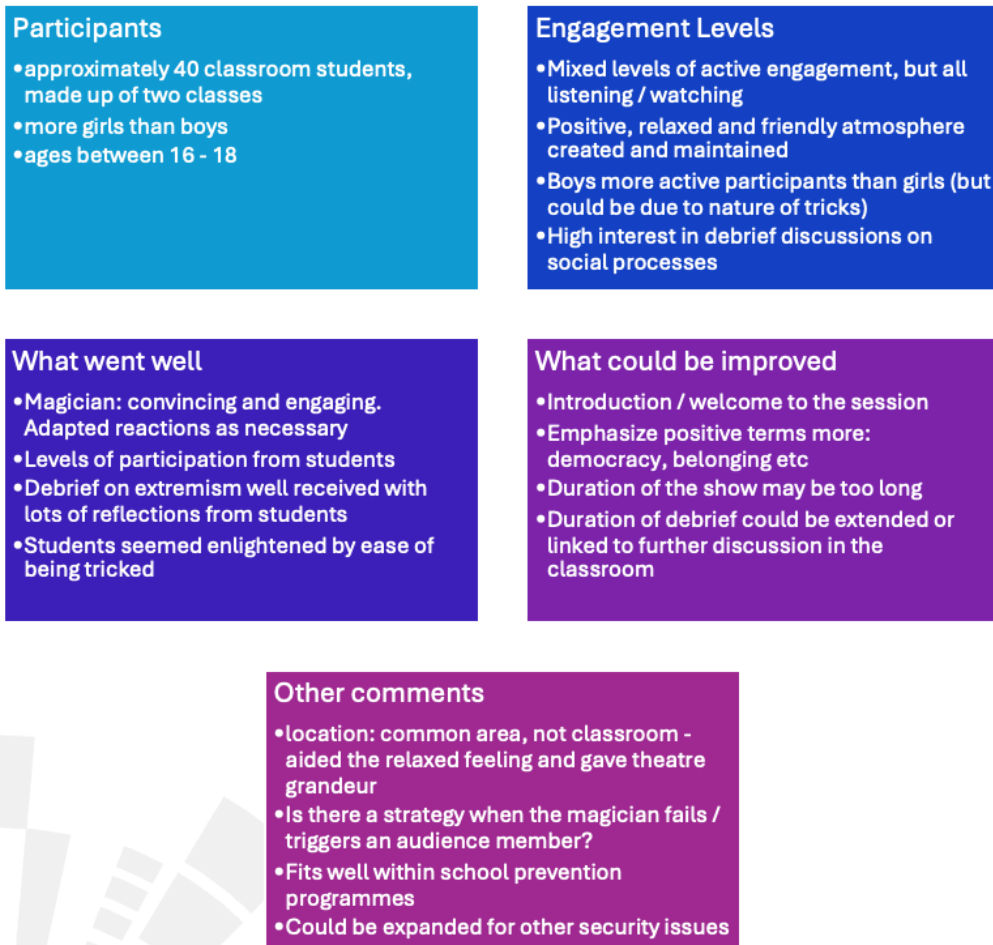


Figure 96. *Inside Out Team, Consortium Observers, Consultative City, City of Stuttgart Representatives and Social Workers observations following the third performance.*

The controlled environment of the school provided an opportunity to gain feedback from the participating youth groups, which had not been possible within the open environments of the city, given the data restrictions on collecting information from youths in Germany. In addition, because of these laws, whilst we hoped that students would complete the feedback surveys (Figure 98), we were unable to make these mandatory or collect them during the demonstrations. Students based at the school where demonstration three was held, were therefore asked to share their immediate reflections using colour-coding. Students were asked to place a green sticker on the board, as they left, if they had enjoyed the session and would like to see more of this type of activity in their school, or a red one, if they did not. The results were overwhelmingly positive (Figure 97), with only one of twenty-eight (out of a possible forty) students recording a negative (red) response to the question. This further evidenced positive levels of end-user engagement and satisfaction with the tool.

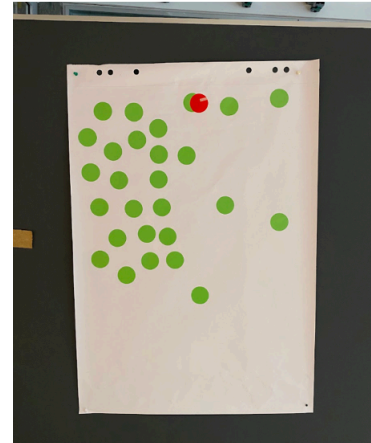


Fig.97 Image of student colour coding feedback

This positive feedback was also reflected separately in the student surveys that were completed and sent to the students after the performance.

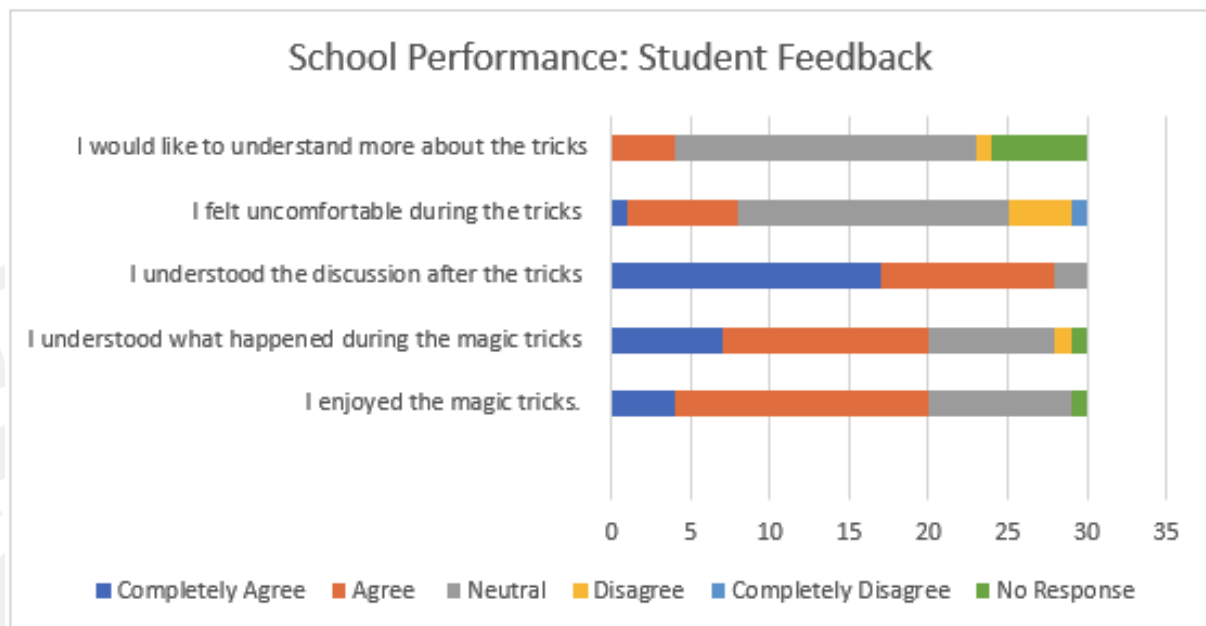


Figure 98. Students feedback following the performance.

Thirty of the forty participating students completed the survey, constituting a 75% response rate. Of these, exactly one third of respondents indicated levels of enjoyment, with one non-response and the rest of participants neutral. Eight of the thirty respondents recorded feeling uncomfortable during the tricks, which would normally be understood as a negative response. However, given the nature of the tool, to push participants outside of their comfort zones by making them think critically and engage with stereotypical or inflammatory narratives, this level of uncomfortableness should be read as an indication of the tool working, especially when read alongside the levels of enjoyment and the high levels of understanding recorded in relation to both the tricks and the debriefing or 'discussion after the trick'. The team were able to obtain interviews with some of the school participants following the performance, which similarly demonstrated its value for these end-users. Illustrative extracts from the interview data are presented below:

I definitely think it's very important that something like this is presented in schools, because here it's like... I don't know, you go to the men's room and then there's a swastika on the wall or something, and that's just something you see, you feel insecure, it's a good thing to think about...

Maybe you were really fooled... it's definitely exciting to see how it works, how easily it works...

Has this affected you personally?
Yes, I have a family who is also very extremist.
Would you recommend to do this further at school?
Yes

Figure 99. *Excerpts from interviews following the third performance.*

Performance Four: Trade Centre



Figures 100, 101. *Fourth performance of the tool in Stuttgart.*

The fourth performance took place in a central shopping district in the city centre known as the Trade Centre. As recorded in the fieldwork diary one practical challenge confronted by the team on the day was the weather. The wind prevented them from being able to fully erect the ‘magic curtain’ and Trick17 was forced to be performed without this resource. However, as both the diary and observer notes indicated, this did not appear to impact the end-user engagement or the successful delivery of the tool. As Inside Out Representative A reflected, the adverse weather conditions highlighted that the most important props for the show are the “music and microphone” which facilitated participation and engagement by drawing in participants and ensuring they were able to follow the magician. The diary also identified that the largest group of end-users was a demographic which was considered “the most complicated and not normally reachable audience”, of migrant / immigrant background. Their high levels of engagement with the tool and in particular, the connection which was made between them and the magician, were listed as key successes during this demonstration and felt to illustrate the tools capacity to empower end-users normally marginalised by societal activity. The diary recorded how the engagement of these end-users, and the flexibility of Trick17 enabled a “safe space” to be created for the conversations about exploitation and radicalisation within the debriefing session. Further, this also illustrated the successes of the training phase of this tool, which included a session exploring how marginalised communities in particular can be further stigmatised and isolated through counter-radicalisation programmes. The success of engaging these end-users demonstrates the importance and capacity of the tool to avoid these mistakes, further highlighting its social innovation. Similarly, the observation sheets completed by a number of stakeholders reflect these comments, while also offering additional insights to the performance. These observations are summarised below:

Participants

- 11-15 participants, only one female
- all approximately 13-15 years old
- Predominantly Migrant/Immigrant background
- Some adult onlookers

Engagement Levels

- High - distracted - high (Magician brought them back in focus)
- Magic tricks attracted engagement
- Engagement in debrief discussion limited but young people also stayed to talk to the magician about the tricks

What went well

- Magician: connected with youth: colloquialisms and correct pronunciation of Arabic names aided engagement; he had a "magnetic" effect with audience
- Making Money trick successful to attract young people

What could be improved

- transition from magic tricks to debriefing on extremism
- limited discussion could be a result of very public location
- limited engagement from social workers
- positive terms of democracy, empowerment to be emphasised more

Other comments

- weather impacted set construction
- good location: central location but the show wasn't disturbed by passers by; seated area created theatre-like atmosphere
- Police officer disturbance: team was prepared with appropriate paperwork

Figure 102. *Observations from Inside Out Team, Consortium Observers, City of Stuttgart Representatives and Social Workers following the fourth performance.*

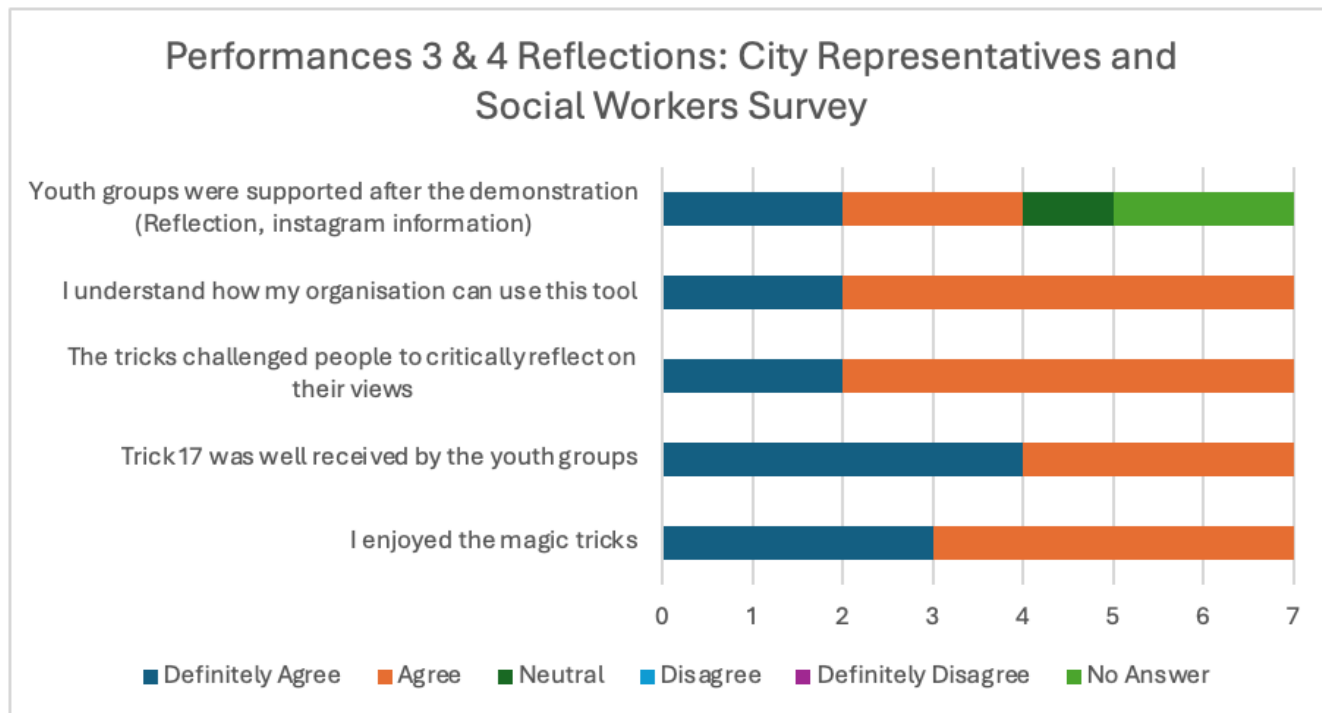


Figure 103. *Reflections of performances 3 & 4.*

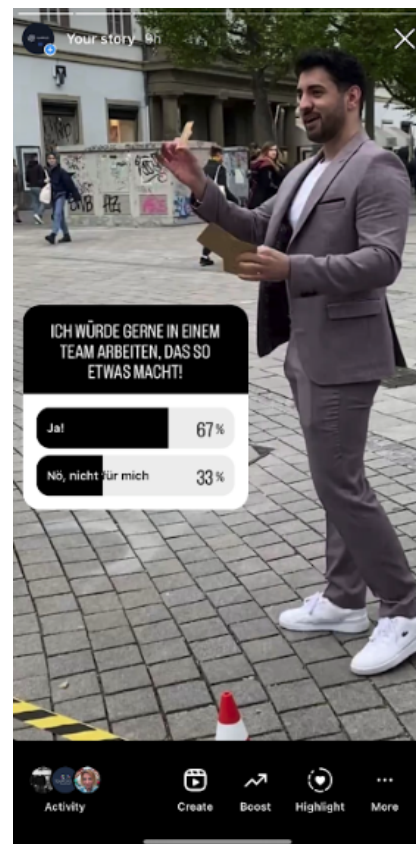
As illustrated in figure 103, stakeholder engagement in the tool was evident. Both City representatives and social workers reported positive reflections on the two performances they observed: the school and trade centre. The findings illustrate that the tool had been well communicated during performances, with understanding of its theory and application visible. It also reflected other findings that end-user (youth group) engagement was high as well as indicating that stakeholder engagement from city representatives and social workers was also positive. The only neutral and non-response recorded was in relation to the support which students received after the performances. Reflecting on these findings in light of comments made within the observation sheets, as well as in some of the 'outcome' semi-structured interviews explored below, we suggest that this uncertainty around support emerged from a limited stakeholder engagement from social workers, against a belief that they would be more involved in the debriefing sessions. Within the original design of the tool, social workers were identified as a key stakeholder which could provide support to end-users during the debriefing sessions, facilitating communication between youth groups and city social services beyond the tool implementation. Given that the above survey responses came from some of the social workers themselves, this also indicated a miscommunication between the stakeholders, that they were unaware or did not deliver this responsibility.

Instagram

The content of the Instagram page sought to raise awareness of Trick17, in three ways: first, to initiate and encourage debate around the content of the performances, in particular the stereotypes used within them; second, to sign-post and connect users to alternative youth services and opportunities available in Stuttgart; and third, to advertise and promote the performances of Trick17. Levels of engagement with the page and posts were monitored by the Inside Out team:



(Figure 104. Screenshot of Instagram page.)



(Figure 105. Screenshot of Instagram page.)

Figure 104 asks respondents following the school performance, if they would like to take part in Trick17 again, which gained a 100% positive reaction from those who engaged with the post. Figure 105 similarly explores end-user engagement with 67% of viewers stating they would like to work in an organisation that engages in these activities, after having experienced Trick17.

The below posts illustrate end-user engagement with some of the tricks content, in particular provoking discussion on controversial statements and ideas which were explored during the performances:



Figure 106. Screenshot of the tool's Instagram page and its translation.

Do girls often make more mistakes than boys?

Yes - 17%

No - 0%

All can be wrong - 83%

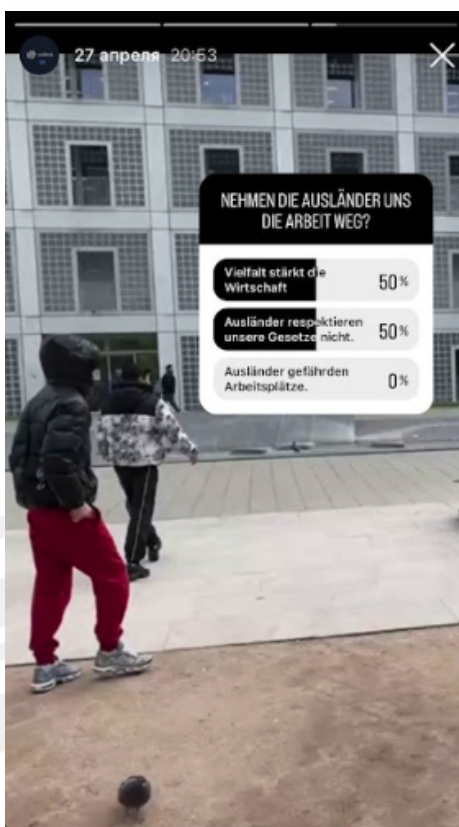


Figure 107. Screenshot of tool's Instagram page and its translation.

Do foreigners take away work from us?

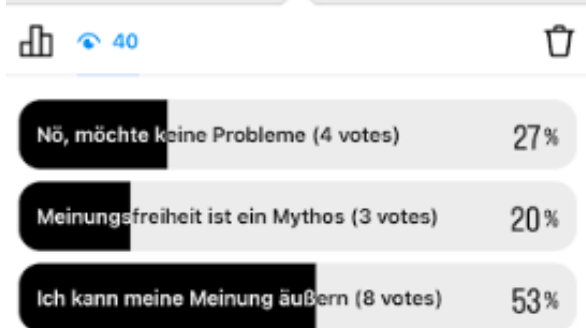
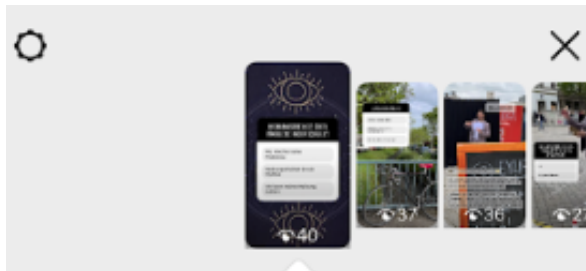
Diversity strengthens our economy - 50%

Foreigners do not respect our laws - 50%

Foreigners jeopardise our jobs - 0%

The highest levels of end-user engagement were present in the following posts:

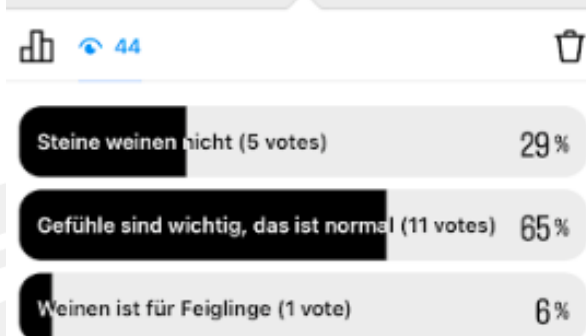
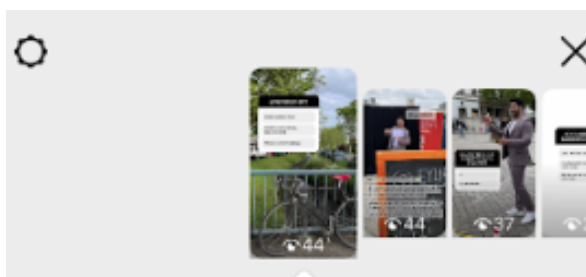
Figures 108, 109. Screenshots of tool's Instagram page and their translations.



No, I don't want any problems - 27%

Freedom of expression is a myth - 20%

I can't express my opinion - 53%



Stones don't cry - 29%

Feelings are important, that's normal - 65%

Crying is for cowards - 6%

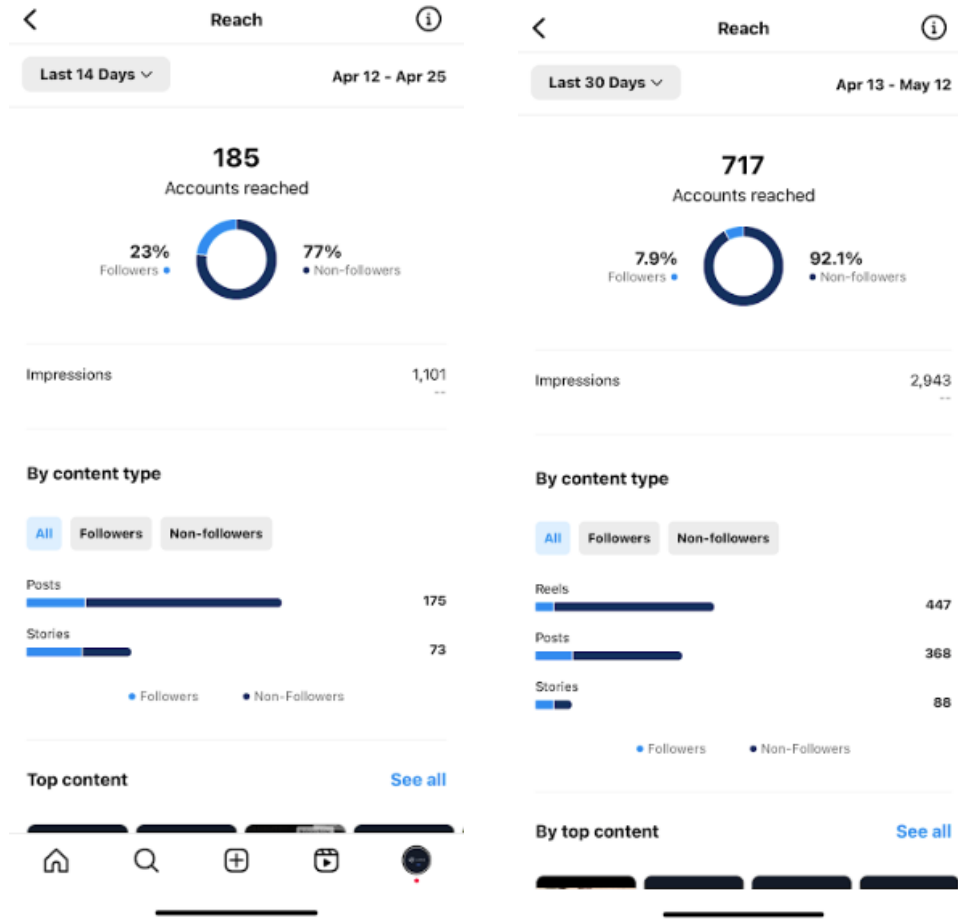


Figure 110, 111. Screenshot of tool's Instagram page and accounts reached.

In the first week following the demonstrations, 185 accounts had been reached through the Instagram page, with a total of 1,101 impressions. After one month of the account, over 700 profiles were reached, which illustrated high levels of interest in the tool, outside of the demonstration events, demonstrating its capacity to engage beyond the participating end-users. This also highlighted the importance of the online page for communicating the tool and core concepts at the heart of the debates within the performances, providing the space and opportunity to empower young people to further engage in critical thinking opportunities. The use of technology in this way further enhanced the social innovation of the tool, utilising both the offline and online spaces to engage end-users.

3.6.4 Outcome

The final outcome stage of evaluation, provides an insight into the overall tool development, implementation and delivery. Utilising semi-structured interviews with the Inside Out team (2) and representatives from Efus (1) and the City of Stuttgart (1), this section explores the findings visible in the training and demonstration phases, while also providing a holistic analysis of whether the tool met its identified objectives, through an evaluation of key indicators. It will also seek to identify and reflect upon both successes and challenges faced along the way.

Stakeholder Engagement

Stakeholder engagement emerged across the evaluation as a challenging area, particularly in the development stage at the beginning of the process. This was both a result of the challenge of identifying a problem area for the city, but also because of the practical challenges faced by the city. These included: the impact of Covid-19, a high turnover in personnel linked to the Stuttgart project, across a number of different stakeholders, and the limited resources of the city to engage in and deliver on the concern of radicalisation leading to extremism.

We realised relatively quickly, I think, that if we wanted to develop an innovative tool, we would basically need a certain kind of expertise from outside the city administration. (City of Stuttgart Representative)

Interviews also revealed challenges linked to administrative and organisational structures and procedures which were not always aligned with those of the stakeholders involved in the tools development and delivery. This was also felt to have an impact on the capacity for stakeholders to agree on action plans and create sufficient support mechanisms for the primary tool developer, Inside Out. Examples included budget regulations, working practices, a lack of experience in large-scale collaborations, and departmental variations within organisations. Language barriers were also listed as a key challenge, particularly among representatives from the City of Stuttgart where the limited number of English speakers prevented closer participation within IcARUS consortium meetings and events as regularly as they would have desired. For some of the organisations, like Inside Out, this required significant adaptations to working practices:

[Challenges included] administrative tasks, bureaucracy, and communication, of course. We arrived quite late and had a lot of catching up to do... we conceived the project itself, we should've implemented it much faster, but it needs to be taken into account, and these... bureaucratic deadlines... you have to meet them and that obviously eats up an enormous amount of time. So [Inside Out Representative A] is more involved in the project than the association actually allows. (Inside Out Representative B)

A further example of this came through reflections on the timings of the training sessions for Trick17, which Inside Out Representative A identified as a challenge. Being restricted to the IcARUS timeframes for delivering the training, meant a great deal of time passed between the training and demonstration phases, which should be avoided in future delivery to boost stakeholder engagement and ensure efficiency and effectiveness in training delivery: “deadlines should be according to the needs [of the project]” (Inside Out Representative A).

As had been witnessed in other cities, resources in terms of personnel and time were also challenges to maintaining stakeholder engagement, through the tool development, delivery and implementation. This ultimately, was felt to have had an impact on the development stages of the tool:

For a long while there was probably only a moderate level of interest, because it took a relatively long time for us to get to the point where we could say “We now have something to present”, this tool, so there were times when there just wasn’t a lot of momentum. (City of Stuttgart Representative)

However, as the Efus Coordinator for Stuttgart identified in her interview, this also revealed the importance of multi-stakeholder engagement: “that’s why co-production is good because the decision of the solution is not just decided from one entity from the local authority from the city but it’s also co-produced with other entities”. In other words, the solution in Stuttgart was not only co-created amongst stakeholders with different needs and experiences, but also meant their individual challenges, or limitations, could be overcome through collaboration and exchange of resource, knowledge and experience. This demonstrated a triumph in stakeholder engagement, overcoming the significant challenges the city had faced in securing a productive stakeholder engagement. Several interviewees, taking the opportunity to reflect on these challenges and the capacity for them as individuals, as part of organisations and as part of the tool to overcome them, also viewed this process and organisationally and individually rewarding and a signifier of successful, albeit challenging, multi-stakeholder engagement.

End-user Engagement

As analysis from the demonstration phase shows, youth group engagement was a key success of Trick17. Inside Out and their tool, delivered by the magician, “succeeded to shock the audience, they succeeded to push them to reflect and they succeeded to engage them in their performance and to pass the message of the performance (Efus Coordinator). The nature of the tool as arts-based, provided something new for end-users...

...it makes a nice change for them. Because at some point, Primark, Starbucks, Starbucks, Primark, Primark, Starbucks, even that gets boring eventually, right? Especially if you don't have much money. But there's something else going on here and it grabs your attention and I want to stick around because then I suddenly have something interesting to do, because I'm suddenly in a conversation, I have something to talk about. And everyone's talking about this topic because it's in this... this information space, this whole extremism thing and the... these topics and Islamism and the right and the left and everything, right. It's all going on. They talk about it too, and now they have someone unusual there and they get talking and that's what we wanted to achieve – and we've achieved it. (Inside Out Representative B)

Further, it “offer[ed] the opportunity to raise specific issues with target groups that would not engage with them at all otherwise via school, clubs, or youth services like youth centres, because they just don't hang out there”. The +ethics reports also noted this increase in the opportunities available to engage with vulnerable groups, through Trick17. The tool therefore was seen as “a major opportunity” to provide a safe space for youth groups to engage in these conversations through a unique and thought-provoking apparatus that had not been available in Stuttgart before (City of Stuttgart Representative).

Participants also noted that the tool, and the team of Inside Out, were able to successfully deliver “improvisation according to the context of the actual place, location, audience” (Asma, Efus), to ensure end-user engagement was maintained. This was identified to be a result of team preparation and expertise, but also because of the design thinking methodology and the innovation of arts-based approaches utilised in Trick17. This process of tool development was understood to have embedded adaptability at the heart of the tool, giving it the flexibility to continuously adapt and respond to the needs of the end-user.

Empowerment

A core objective of the tool was to empower young people through skill development in critical thinking. This was design to help them identify and reject extremist messaging and recruitment, by showing them how such organisations and ideologies can exploit and manipulate them:

We know the methods, how the radical group are working, and let's say, we use these methods against them back. When you show people, when you show the other side of the manipulation, they already understand how it works, and next time, when they need this in real life, they're much more cautious. So, we work with these basic emotions that usually, unfortunately, are also played on by the radical groups, because they want people to feel appreciated, accepted, feel belonging... They never start with something that will cause you problems, they never appeal to kill somebody, they just want to be your friends, and they involve you, and then step by step...

... you understand that you are very deep inside, and then comes the next part, when you understand you can't go away, not only because you have fun, but also because you're threatened, for example. But it's too far away. We work with this feeling. So, if somebody is trying to make you feel that you belong to some special group, you should stop and think, why am I belonging to this special group? So, we try to work with these basics of the radical manipulations, and show the people how it works, and with young people, it works very good. They're really surprised in the end, most of the games or workshops, they're really surprised, because the main part of our games is that we never drop them. It's not like we played, and then we say, thank you very much, and see you, you have to think on it. It's not that. We also stop, and we discuss how it was working, and how exactly they personally were involved in this process. So, they can analyse themselves and understand. (Inside Out Representative A)

In the short-term, and given the preventative nature of this tool, it is almost impossible to measure whether the tool has succeeded in preventing the radicalisation of any individual young person due to the skills developed during their participation in Trick17. However, we can draw on the demonstration phase data which identified high levels of engagement through continued contributions, asking questions and reacting positively to the discussions in the debrief, to posit that young people were active in this process of empowerment. Moreover, none of the data collected across any of the methods reported conflict, distress or any other negative implications, as a result of the performances. This positive engagement is further visible when drawing back on the Instagram data, which revealed that youth groups continued their discussions after the performances, outside of the venues, within the online space, empowered by their “introduction” to the “narrative” to deepen their understanding and awareness:

It's more about making them aware of what's on offer in their town or city... in the process, you can draw people's attention to the other organisations, they go on the website, on our website and, from our website, that's how they find the services of other organisations, as they can post them there. So, in the end, it's a kind of funnel, right? A kind of tunnel to reach young people who're unreachable, who can't be reached via the usual route. You can reach them there, get them on board and send them information about other services and offers. Young people who you wouldn't reach otherwise. (Inside Out Representative B)

Social Innovation

As implied above, preventing radicalisation leading to extremist violence is a complex field in which to seek to develop preventive interventions.

The process of radicalisation, it isn't a linear concept, there was a lot going on in this black box. What we do with our work is we show how these instruments of radicalisation happen. And this is done by people who want to practise extremism or radicalisation, so to speak. We're not demonstrating how an XY gets radicalised, because it's complex and there are lots of different reasons and different motivations, but we're showing how... how easy it is to get involved with these kinds of people and how the mechanisms of getting someone involved, then we'll expose how its done (Inside Out Representative B)

For those involved in the development, delivery and implementation of the tool, Trick17 had to reflect this non-linear, fluid and complex process. Across the stakeholders who provided feedback at the different stages of training, demonstration and outcome, the tool successfully achieved this by delivering something “so unique in itself, so innovative also, using arts and magic - it's out of the box!” (Efus Coordinator). The “multi-dimensional” aspect of the tool was also noted as a key pillar of social innovation, combining the online and offline spaces and working with and through multiple stakeholders to deliver “outreach work, aimed at reaching out to young people in really, very targeted way” which “had never been done like this before. So I would say that it's definitely innovative for Stuttgart, yes” (City of Stuttgart Representative). The tool was felt to have successfully balanced this “creative approach... artistic way of how you work with the public... [with] really practical” considerations such as budget, adaptability and stakeholder needs, enhancing its capacity to be understood as socially innovative (Inside Out Representative A).

Tool Sustainability

All participants described Trick17 as a sustainable tool, beyond the IcARUS project. This was firstly due to the ease with which the tool could be replicated, which had been a key objective in its development: “[we aimed] to keep the easiest possible, the lowest costs, the much transferability in the meaning of instructions and possibility to do it very fast in nearly every organisation with like two, three people and not much money, because this is also the main idea of what we do in our organisation, Inside Out” (Inside Out Representative A). This prioritisation of minimal resource implications (in terms of budgeting, staffing and props) was critical for the team to demonstrate cost effectiveness and therefore sustainability outside of IcARUS funding structure.

Inside Out representatives did identify some limitations to sustainability, which they felt would not prevent its capacity to be utilised elsewhere but would be necessary considerations when delivering the tool. The role of the magician, as earlier illustrated, was seen as vital to the success of the demonstration phase; drawing on his experience of working with young people and having worked in the police gave him the knowledge, relatability and experience to implement the tricks effectively and facilitate end-user engagement.

Inside Out representatives therefore “would not recommend maybe to give the role of the magician to the person that has never ever worked with the public before” (Inside Out Representative A). Similarly, although the team had produced “recommendations, let's say, for the street version and for the school version”, the team identified that the magician needs to be someone who can implement these adaptations (Inside Out Representative A). In addition, the Inside Out team, noted that:

a) the city or town has to want it and b) the organisations in that municipality doing the work also have to want to advertise their services. The city says we can go ahead and organise these events, but after we get young people interested, via the funnel, they can be channelled somewhere, and the information has to come from those organisations. It might be a youth centre or whoever's doing the prevention work in that town or city. They have to come along as, often, they may not be in contact with each other because they don't know the other organisations exist, but they want to work together and support the cause – that's if they want to network. If they don't want to network, then the town or city either has to... well, some groundwork needs to be laid first (Inside Out Representative B)

The tool was seen as “a product that can be adapted to other cities too”, given suitable interest from other municipal authorities to tackle radicalisation in this way (City of Stuttgart Representative). In the short time since its initial demonstration of Trick17, interest in the tool has already become evident: “now we have four cities, I think, that are interested and are looking into that idea. And I'd like them to pursue it. I'd like to be able to train people up!” (Inside Out Representative B). For respondents, this was partly down to the ease of reproduction in terms of cost, expertise and resource as earlier described, but also because of the “cross phenomenal approach” of the tool which focuses on the processes of radicalisation and critical thinking skill development, rather than the specificities of ideologies or organisations (Inside Out Representative A). Further, the use of arts-based methods was viewed as a “universal language” (Inside Out Representative A), enabling the tool to “work in other languages” or “contexts” because it relies on demonstrating how manipulation – and the ability to identify and reject it – is not based on being an expert in radicalisation, but understanding “something human” about how people “react the same way to the stimulus” (Inside Out Representative B). This, for all of the participants, created a capacity for the tool to be transferable to other European cities. Further evidence of interest in replicating the tool elsewhere was forthcoming in the reflections provided by delegates from the group of Consultative Cities aligned to the IcARUS project, following their participation in the Demonstration. This is illustrated in the extracts below:

Did the learning expedition help you see how the tool could be integrated / adopted by your city?

Yes, one could say more than we initially expected. We are considering using the tool as part of programmes offered for children and youth in Gdansk.

To what extent do you feel the learning expedition enhanced your understanding of the tool?

Despite my quite extensive achievements in this field, my participation in the event inspired me to look for new solutions based on the idea of design thinking.

Figure 112. Excerpts from reflections of delegates from Consultative Cities at Stuttgart's demonstration session.

Yet, funding for the continuation for the tool within Stuttgart, beyond the IcARUS project, remains uncertain. A number of respondents believed that this had been granted and saw this as a marker of tool sustainability, the City of Stuttgart representative was not aware of this allocation, identifying an opportunity for procedural improvement in post-delivery, or outcome, debriefs. There was, however, an agreement across all participants that the willingness and capacity for the tool to continue its deployment in Stuttgart was visible, with political support having been obtained from the City Mayor.

4. Concluding Thoughts

In this final section of the report we summarise the reflection and learning from the evaluation. Firstly, it reflects on the process of evaluation which has been undertaken within the IcARUS project, providing important insights and lessons for building a culture of organisational learning and tackling challenges and limitations when doing so. A series of recommendations are then provided. Firstly, for each of the six urban security tools produced, secondly, for the development of human-centred preventative approaches to urban security and thirdly, for the implementation of evaluation processes within urban security programmes design, delivery and implementation.

4.1 Reflecting on the Evaluation Process

First, the report authors wish to extend their sincerest thanks to the cities, their representatives and municipal stakeholders, as well consortium partners, for the considerable contributions made to ensure the evaluation process could be conducted in such an open and reflective manner in very tight timescales, and for their forbearance in assisting with data collection, self-reflection and analysis. The importance of understanding and implementing evaluation as a collaborative enterprise cannot be underestimated.

4.1.1 Building a Culture of Organisational Learning

The focus of evaluation should be constructive, not merely judgemental. This mindset, for many of the stakeholders, was one of the biggest challenges to overcome. Evaluation did not mean identifying weaknesses, inadequacies or incompetencies but identifying where best practice was evident and where opportunities for development could be capitalised on. This was in relation to both the tools being delivered and the organisations, structures, and practices that enabled their implementation. Organisational learning, therefore, was at the heart of the evaluation process, and the reflections and recommendations which emerge from this report enable positive steps to be taken towards this shift in the mindset, culture and practice of evaluation.

To undertake an evaluation and obtain broader learning about what works, where, for whom, and under which circumstances for practitioners and administrators, it is necessary to establish parameters of evaluation. This enables organisations to distinguish between and specify clearly: first, the nature of the problem to be addressed and the intended beneficiaries; second, the 'tool' or mechanism and the theories of change that inform it; third, the processes and dynamics of implementation of the tool and the engagement with end-users; and fourth, the context – the characteristics and features that influence the circumstances within which

implementation is embedded; and finally the outcomes of implementation – its effects and impacts.

Building sustainable processes of evaluation and self-reflection will be better enabled and enhanced where all relevant stakeholders focus on and clarify the following in turn as a staged, iterative process of problem-solving:

1. **Problem Identification:** Find, identify and clearly define through a design approach the problem to be addressed – in deliberation with key stakeholders that are now placed at the centre of the discussions, as design thinking mandates.
2. **Analyse the Problem:** Conduct a thorough analysis of the problem to identify underlying causes, influences and reasons for it to constitute a problem, drawing on a wide range of data, knowledge and expertise, including by ‘lived experience’ and in collaboration with end-users. It would be ideal to be able to describe the problem in one sentence and understand, as in design thinking iterativity, that it might be useful to change how the problem is defined if that definition turns out to be not accurate at a later stage.
3. **Co-design and Develop a Tailored Response:** In collaboration with key stakeholders, beneficiaries and end-users design, develop and test targeted interventions or tools intended to address the specified problem – being clear about how the mechanisms within the intervention/tool will work to produce the desired outcomes. Especially in the design thinking approach, gathering different voices and different stages of an initiative is essential for fruitful outcomes.
4. **Assess the Effects of the Response:** Evaluate the outcomes and impact of the intervention both in terms of desired outcomes and unintended consequences.
5. **Learn from the Evaluation and Adjust Accordingly:** Ensure that the insights and learning from assessments and evaluations feed forwards to improvements in both the intervention itself and (inter-)organisational practices more broadly. Flexibility and transferability play a pivotal role and allow end-users to learn from the entire iterative process of design thinking and actually see changes and improvements in the intervention already.

Such a problem-solving scaffolding is compatible with and can be accommodated within a design thinking approach. For further information and detail on design thinking adaptation the IcARUS deliverable D1.5 explains in detail the process. To strengthen this iterative problem-solving methodology and enhance organisational learning, the needs of evaluation should be built into processes across the lifecycle. From problem identification through data for analysis and data to assess outcomes, evaluation needs to be designed into the routines of problem-solving.

For evaluations to be meaningful, the aim of the intervention needs to be clearly defined, as do subsequent outcome measures by which the success of the intervention can be assessed. Some of the specific evaluation questions for consideration include:

- Has the problem been cracked?
- Did the initiative alter the size of the problem?
- What did the initiative do which impacted on the problem?
- How was the problem affected through the initiative?
- What else resulted from the initiative as well as effects on the problem?
- How and where and for whom could the effects be replicated?
- What more do we know at the end of the evaluation about the patterns of outcome effectiveness of the initiative, and what else do we need to know?

Understanding how something works or is intended to work, enables more focused design of interventions that also take account of contextual factors. Interventions and their evaluation need to be clearer about the causal factors and the theories of change that it is assumed will cause a particular mechanism to produce certain desired outcomes. Hence, we need strong and credible reasons for how and why the assumed cause will produce the effect in question.

To evaluate effectiveness against intended outcomes, demands good quality data that are routinely collected. Given the multi-stakeholder nature of many urban security interventions and tools, this data capture requires coordination and consistency across all partner organisations. All stakeholders, be they regional or local authorities, or practitioners, need to build data collection processes into their routine practices and to incorporate key indicators and outcome measures facilitating evaluation of programmes and interventions. To do this effectively and in ethically responsible ways necessitates data sharing agreements and protocols are put in place and honoured between agencies.

Urban security demands different data than crime data alone and necessitates thinking differently about – and differently measuring – indicators of ‘success’ and outcomes in the evaluation of interventions. Factors such as levels of perceived insecurity, trust in authority, community well-being and victim support are salient outcomes in urban security.

While urban safety evaluations and assessments are growing in popularity, they often exclude certain segments of the population. Only inclusive and representative data will paint an accurate picture without stigmatising particular groups or neighbourhoods, capable of informing interventions on the ground. Victimisation surveys have grown in importance as an alternative (and often more robust) source of information about the nature and extent of crime and harm, which disrupts the erstwhile monopoly of the police as gatekeepers of crime data.

A culture of organisational learning requires a bolder embracing of genuine experimentation and a problem-solving methodology to underpin this. Too often this is constrained and undermined by an organisational culture of risk aversion and a fear of failure. Knowledge about failure and of undesired side effects is as important as learning about success. Evaluation findings, whether evidencing effectiveness or not, should be disseminated to broaden the evidence base, ultimately working towards supporting the individuals and communities affected. Not sharing evaluations hinders progressing the accumulated knowledge base.

Consideration needs to be given to the different timeframes that key stakeholders operate within, notably politicians, practitioners and researchers. For practice to benefit from insights gained from evaluation and research, a 'rapprochement' of these different temporal realities needs to occur.

Different organisational timeframes need to be considered and incorporated into the implementation process. Closer collaboration between research and practice, underpinned by sustainable funding and supported by long-term organisational commitments will support a more holistic and evidence-based approach to urban security. Working together from the outset through to evaluation will benefit all involved. Formative evaluations done in collaboration with practitioners can be helpful to contextualise, identifying both successful elements in the implementation process, as well as highlighting aspects that need to be adapted or changed in future practice.

4.1.2 Challenges to the IcARUS Evaluation process

As a key focus for this evaluation has been on identifying opportunities for organisational learning, the process of undertaking the evaluation has also been an opportunity for learning. Thus, we take the opportunity to reflect on the practice of undertaking an evaluation within a multi-stakeholder, multi-city and multilingual project, and identify key challenges and limitations to our study.

A series of challenges were faced by the evaluators in undertaking this task. Firstly, the timeframes of evaluation were a continuous challenge. Whilst the indicators for evaluation were determined at the beginning of year three, the strategies and data collection points were not identified until shortly before the cities embarked on their tool training processes, leaving a short period of time between design and delivery of the first phase of evaluation.

Further, as the evaluations ran alongside tool delivery, the requirement to work within the often short and changing time frames of the cities was paramount but similarly presented complexities in terms of ensuring the required resources for evaluation and the resource of evaluators, were readily available. This illustrated the importance of adaptability and flexibility within evaluation, responding to city (and multi-stakeholder) needs and constraints as appropriate.

It also meant that the collection of some information, such as the socio-demographics of participants, was not always readily available for collection. This second key challenge - resource - required continuous adaptation from both the evaluators and the cities themselves, to make adjustments where time, cost, access or response rates did not enable strategies to be fulfilled.

Thirdly, although less significant, was the language differences within consortium partners, and across the cities multi-stakeholder partnerships. Whilst translation was oftentimes available and utilised, this had two implications for evaluation. Firstly, gatekeepers were relied upon to relay messages which extended timeframes and ran a risk of miscommunication, though every effort was made to minimise errors. Secondly, it had practical implications for some methods. For example, due to the limited timeframe at the end of the demonstration phase, it was not possible to arrange translators for interviews. In Stuttgart, this meant asking consortium partners to take the interviews on our behalf (with thanks to partners from the University of Salzburg); in Nice, written responses to interview questions were collected and translated, rather than face-to-face semi-structured interviews. Similarly in Rotterdam, the city team undertook interviews with stakeholders, partly due to language barriers, meaning evaluators had limited control over the interview and discussions within.

The fourth key challenge identified within this evaluation was simultaneously a key benefit of the process – its' multi stakeholder nature. This meant devising multiple evaluation approaches, with differing methods appropriate for each audience, within and across each individual city – a time and resource intensive process. The evaluation team also fell within this challenge. The size of the task required collaboration between partners to ensure effective delivery. This meant, in practice, dividing the cities across two different partners: EUR and UoY. Strategies and methods across the cities were devised within the overarching framework of evaluation which had been co-produced within the earlier stages, and regular meetings were held to uphold collaboration and keep teams updated. Similarly, whilst this can be viewed as a success, it also revealed the challenges of co-creation in synergising working styles, workflows, resources and capacities.

4.2 Recommendations

Reflecting on our analysis, we now make a series of recommendations drawn from the evidence accumulated across the evaluation processes. Firstly, we present recommendations for each of the six tools implemented across the partner cities. These have direct implications both for the city authorities in which the tools have been designed - with regard to learning, improvement and sustainability - as well as any future implementing cities, to uphold the best practice identified within the report, and utilise organisational learning for the continuing improvement of tool delivery and impacts.

Secondly, there are recommendations for cities or organisations wishing to develop human-centred preventative approaches to urban security, based on the findings from across the six IcARUS cities. Thirdly, we present a series of recommendations for evaluation. We do so in direct response to the concerns outlined at the beginning of this deliverable, and within the IcARUS State of the Art Review, which identified the lack of evaluation processes within the urban security landscape.

These recommendations, therefore, form the basis of a proposed structure of evaluation which stakeholders involved in the design, delivery and routine operations of urban safety innovations, tools and strategies, can utilise.

4.2.1 Tool specific Recommendations

The evaluation sought to identify best practice and scope for future iterations of the tools to be improved upon. Based on this body of evidence, the recommendations set out below are targeted at the six IcARUS cities, and any other city wishing to implement the tools developed within this four-year project. Focusing on ways in which the tools can be improved, enhanced and sustained, these recommendations are practical and effective ways of addressing current tool limitations, responding to the needs of users and doing so with capacity, resource and organisational structure in mind.

4.2.1.1 Lisbon

Stakeholder Engagement

→ Create spaces for future sustainable participation:

- ◆ Encourage co-ownership of the tool between the city and different stakeholders, by involving previous participants, including youth participants, in building future tool resources;
- ◆ Enable previous participants to stay involved in tool delivery through mentorship of future participants, building a sustainable and long-term relationship between the police and community members. This approach may also allow for longer-term preventative work through sustained engagement with the original “at risk” youth;
- ◆ Facilitate community events that allow for ongoing collaboration beyond the program's duration;
- ◆ Continue to strengthen the relationship between youth and police through regular, informal interactive opportunities.

Training

→ Reinforce socially inclusive approaches:

- ◆ Enhance training on delivering socially inclusive approaches to ensure that mentors are confident in maximising youth engagement and empowerment, by providing greater resource to this aspect of training, for example, using scenarios;
- ◆ Engage with previous youth participants to understand how approaches could have been more socially inclusive, adapting future training delivery to meet user needs.

Resources

→ Resource responsiveness:

- ◆ Increasing youth workers capacity to engage further in the project, by decreasing other workload, would directly respond to the findings that youth participants wanted greater engagement with mentors during the project, further building trust and enthusiasm;
- ◆ Work with previous participants to co-produce the next version of the workbook, giving them space for co-ownership and future participants greater co-ownership over project materials and delivery.

4.2.1.2 Rotterdam

Stakeholder Engagement

→ Capitalise on networking success:

- ◆ Create an annual calendar for regular events to take place, maintaining momentum and stakeholder buy-in for the tool;
- ◆ Utilise the events to reinforce the importance of crime reporting and the mechanisms available to do so.

→ Ensure sustained, inclusive communication

- ◆ Produce a regular means of communication, such as a newsletter to a mailing list, to maintain enthusiasm and engagement for the tool outside of the cafe events and share tool updates;
- ◆ Expand the reach of the tool by sharing these communications with existing and new stakeholders;
- ◆ Ensure communication is inclusive to promote the participation of anyone in the Cafe events, including businesses and their employees.

→ Create dialogue

- ◆ Increase communication between stakeholders through designated channels for information sharing and networking and encourage its use through newsletters and world cafe events;
- ◆ Facilitate network building and collaborations by linking stakeholders.

Crime Reporting

→ Retain a focus on security

- ◆ Ensure that a focus on security is sustained, by making it a mandatory category to be discussed within the forum to ensure space is always provided to explore potential concerns and preventative measures, ahead of them arising;
- ◆ Ensure that the city remains as the coordinating actor in exchanges, to facilitate the sustained implementation and progression of the Cafes.

→ Establish a reporting mechanism:

- ◆ Co-produce a reporting mechanism alongside stakeholders, which reflects their needs and organisational structures to ensure usability, that enables them to efficiently record crimes or concerns over crimes within the Spaansar Polder area;
- ◆ Communicate the mechanism amongst stakeholders and their employees regularly, to reiterate the availability of the mechanism and its ability to be used for reporting crimes *and* concerns about crimes;

→ Extend training provisions

- ◆ Ensure that training, or suitable resource for self-directed learning is available for staff of businesses, as well as entrepreneurs or business owners;
- ◆ Ensure that training emphasises the reporting mechanism for the use of reporting concerns over crimes, as well as crimes, to enable preventative approaches to be identified.

4.2.1.3 Turin

Stakeholder Engagement

→ Engage and enthuse stakeholders:

- ◆ Co-produce aims and objectives alongside stakeholders, to enable their investment in the project from the outset;
- ◆ Co-produce the strategy for tool development and delivery alongside stakeholders, to ensure that aims and objectives can be realistically met by those involved;
- ◆ Conduct needs assessments of stakeholders to best understand their resources, organisational structures and capacities to outline expectations

from the project and the stakeholders early on, as well as identifying realistic levels of contribution and engagement;

- ◆ Enhance communication efforts through a communication strategy which prioritises regular correspondence to keep stakeholders informed and engaged throughout the duration of the project.
- Utilise existing stakeholders:
 - ◆ Draw on existing relationships and connections to garner interest, utilising existing relationships of trust to initiate conversations and project development;
 - ◆ Utilise the networks of existing stakeholders to engage with new ones, capitalising on already established relationships to make new connections.

Data collection, literacy and application

- Operationalise a data collection strategy:
 - ◆ Co-produce a strategy for data collection alongside stakeholders, which identifies:
 - What data is already publicly available and who will collect this?
 - What data stakeholders are expected (and able) to provide?
 - When and how data collection should happen?
 - How will data be stored, managed, shared and accessed?
 - Are there any ethical considerations that need to be considered and agreed upon?
 - ◆ Establish an agreement across stakeholders to commit to the provision of available data, outlining expectations from the beginning whilst promoting the benefits of collaboration.
- Establish a level of data literacy:
 - ◆ Understand existing levels of data literacy amongst stakeholders from the outset to inform training needs and planning;
 - ◆ Adopt a training programme which responds to the needs of stakeholders, providing a sufficient level of data literacy to meaningfully engage with the data utilised within the platform;
 - ◆ Identify additional processes which can be utilised where extended data literacy is required, so that the committee is able to draw on outside expertise efficiently.
- Reinforce the value of data in decision-making:
 - ◆ Draw on case studies in other cities / organisations during communications, events and committee meetings where the application of data has enabled successful responses to issues surrounding juvenile delinquency;

- ◆ Perform continuous evaluation of application of data within the committees to understand how it is being used and relay the benefits of these actions to maintain stakeholder engagement and buy-in.

Communication

- Identify a Coordination Manager / Team:
 - ◆ At least one individual should be responsible for coordinating and moderating the tool delivery and actors involved, ensuring that there is an identifiable person for stakeholders to send and receive communication from.
- Build a communication strategy:
 - ◆ Identify a regular means of contact with new and existing stakeholders which keeps them informed of the project, throughout its duration;
 - ◆ Share project updates with organisations and individuals of political interest, outside of the organisation to build interest, extend networks and enthuse existing stakeholders.
- Position the project within a wider network of activities:
 - ◆ Identify other projects which have synergies with this one, to extend the project network, reach and build collaborative opportunities and relationships;
 - ◆ Capitalise on existing networks in other projects to boost committee membership.
- Capitalise on the opportunities for data sharing:
 - ◆ Where data can be shared externally, expand the initiative and its impact by identifying partners who may be able to utilise the data for their own work and in turn, share their data.

4.2.1.4 Nice

Training

- E-learning training packages:
 - ◆ Ensure the roll-out of e-learning training packages across participating venues and their staffs, for a standardised and efficient training delivery that extends the reach of the project;
 - ◆ Keep a record of trainees to monitor engagement and create a mechanism for refresher training and new starter training;
 - ◆ Initiate a city-wide acknowledgement of training certification, enabling employees to take their training qualification to other venues, given the high rates of staff turnover, further encouraging sign-up.
- Establish compliance levels:
 - ◆ Consider making training compulsory for venues and their staff, as part of licensing agreements for example;

- ◆ Establish a compliance checking mechanism, to ensure that venues who are promoting engagement in the scheme are delivering it effectively and appropriately. For example, a 'spot check' scheme would enable venues to identify good practice and opportunities for improvement.

Stakeholder Engagement

- Support and promote the role of mediators:
 - ◆ Capitalise on city mediators to facilitate stakeholder engagement with venue end-users;
 - ◆ Ensure mediators are embedded within communication strategies, that they are fully supported and informed to share communication campaigns and messaging amongst venue and public end-users;
 - ◆ Create a formalised means of collecting information for mediators to collect feedback from venue end-users for effective, efficient and co-produced problem-solving;
 - ◆ Ensure mediators are able to employ the public survey through a digital platform (for example, the provision of a tablet), as a means of understanding awareness of the tool, and appetite for its use.
- Create and employ a communication strategy:
 - ◆ Identify a means of establishing regular communication with venue end-users in particular, for example a quarterly newsletter, to increase buy-in, encourage engagement and facilitate collaboration;
 - ◆ Schedule further public engagement activities throughout the year, capitalising on existing activities, and identifying opportunities for specific Ask for Angela events to raise awareness of the programme.

4.2.1.5 Riga

Stakeholder Engagement

- External Stakeholders:
 - ◆ Re-open and/or prioritise lines of communication with external stakeholders to understand user needs and challenges to engagement;
 - ◆ Co-produce a strategy for engagement with external stakeholders to ensure expectations and benefits of engagement are understood and the required resource and support are identified;

- ◆ Utilise the online tool and survey results from the demonstration as a training exercise to emphasise the benefits of citizen engagement for improved communication and enhanced trust.
- Police Stakeholders:
 - ◆ Focus of social innovation of the project, for example by sharing surveyor insights and reflections, to demonstrate power of surveying in building trust and breaking down barriers between police and citizens;
 - ◆ Utilise the online tool and survey results from the demonstration as a training exercise to emphasise the benefits of citizen engagement for improved communication and enhanced trust;
 - ◆ Reframe technological innovation as a means of bringing together and comparing *rather than combining* data sets, to improve and expand information collection.

Reframing Innovation

- Prioritise the social innovation opportunities for the project by demonstrating the opportunities and value in facilitating dialogue between stakeholders and citizens:
 - ◆ Share project success and impetus for future delivery by illustrating positive levels of citizen engagement with the survey;
 - ◆ Reflect on demonstration findings to identify areas for survey expansion, based on identified stakeholder needs and citizen responses.
- Reframe technological innovation, in line with software remits and stakeholder expectations:
 - ◆ Ensuring the language in future deliveries outlines the software as an aid to *comparative* analysis, rather than a means of combining data and that stakeholder expectation is managed in line with this;
 - ◆ Identifying the need for an internally-located, data analyst to perform and translate data analysis for stakeholders to utilise in decision making;
 - ◆ Further exploring the application of the new data within the existing technological analysis platform of PowerBI to ensure the value of survey data is retained and utilised for decision-making processes.

Communication

- Devise a communication strategy:
 - ◆ Create a means of regular communication with stakeholder to issues project updates and requests, facilitating continued stakeholder buy-in;
 - ◆ Utilise communication channels to encourage and empower stakeholder feedback, enabling issues or concerns to be addressed efficiently and effectively;

- ◆ Request stakeholder updates to identify events where the survey can be rolled out, further facilitating and enabling their participation.

Enhance Collaboration

- Devise a strategy for sharing survey data:
 - ◆ Co-produce a strategy alongside stakeholders for sharing, analysing and decision making processes based on data findings. For example, quarterly stakeholder roundtables, to ensure that all stakeholders can benefit from the findings, utilising them within their decision-making processes;
 - ◆ Utilise regular meetings and communication to channels to encourage stakeholders to identify collaborative solutions.
- Further utilise political support:
 - ◆ Capitalise on strong political support for the programme to push forward its continued application with all stakeholders;
 - ◆ Draw on political support for the socially innovative benefits of the tool to emphasise societal and organisational benefits of building citizen-police relations, through regular means of communication via the survey.

4.2.1.6 Stuttgart

Stakeholder Engagement

- Greater integration of social workers:
 - ◆ Empower external stakeholders to be further involved by facilitating their cooperation, insights and involvement as a specified role within post-TRICK 17 performances debrief discussions;
 - ◆ Create an online resource, such as a website page, which hosts the contact details of different organisations and up-to-date events schedules for young people to access post-performances, facilitating further engagement.
- Strengthening city-stakeholder collaboration:
 - ◆ Initiate regular communication opportunities, for example quarterly meetings, between the city and project stakeholders to maintain project buy-in, facilitate co-production throughout the project and facilitate collaborative problem solving.

Innovation

- Enhance and capitalise on the online-offline relationship of the tool:
 - ◆ Identify one organisation to take responsibility for the online content and communication to capitalise on youth engagement post-performances;

- ◆ Ensure that the marketing is in keeping with rest of the tools imagery and language, to ensure a clear connection can be made between the online and offline content;
- ◆ Build stakeholder involvement into the creation of online content, for example sharing links to social organisation websites or events to facilitate networking and youth engagement with additional services.

4.2.2 Recommendations for human-centred preventative approaches to urban security

Utilising the evidence-base collected throughout this evaluation, we now synthesise the key findings and recommendations across each of the six tools developed within IcARUS, to produce a series of recommendations for those wishing to produce human-centred preventative approaches to urban security. These recommendations are necessary starting points for any city and/or organisation which hopes to ensure their projects are innovative, effective and importantly, user centred. They provide a project framework which enables organisational learning, ensures stakeholder buy-in and empowers end-users to participate and engage.

Create robust organisational structures

- Establish tool ownership;
 - ◆ Co-produce a strategy for tool development and delivery, which identifies stakeholder responsibility from the outset, in order to establish expectations, deadlines and resources early in the project;
 - ◆ Ensure that timeframes, resource allocation and tool aspirations are fully understood and agreed on by all stakeholders, to manage expectations and create a universal language through which the tool is developed and delivered.
- Ensure tool sustainability:
 - ◆ Ensure that the tool can survive staff changes, by having more than one person responsible / knowledgeable for specific elements / components of the tool;
 - ◆ Devise a project record, for example a google drive, to keep track of tool development, agreements, strategies, responsibilities and resources. Ensure this is continuously updated to allow for tool continuity, for example in cases of personnel changes.
- Obtain political support:
 - ◆ Buy-in from political leaders is critical for securing resource to develop and deliver tools;

- ◆ Political support aids claims to legitimacy and can in turn bolster support within local communities;
- ◆ Ensure the delivery / implementation of the tool is not dependent on political support, so that it is able to withstand changes to office.

Identify and Engage Stakeholders

- Utilise pre-existing relationships:
 - ◆ Drawing on existing stakeholder collaborations to capitalise on already established trust and communication channels;
 - ◆ Community gatekeepers are vital to establishing trust with local citizens and their involvement should be prioritised and enabled from the outset of problem identification and tool development;
 - ◆ Valuing engagement: established relationships do not always equate to full support and contribution, hence time should be taken to illustrate the benefits of further collaboration and identify any new needs for specific projects.
- Establish new relationships:
 - ◆ Identifying stakeholders as early in the process as possible enables project teams to collaboratively identify issues and co-produce solutions which are informed by those at the heart of communities;
 - ◆ Conducting a needs assessment at the beginning of collaboration establishes a baseline for requirements, barriers and benefits of participation, enabling teams to better respond to stakeholder needs, and produce more efficient, tailored solutions.
- Perform assessment needs for all stakeholders, at key stages throughout the project:
 - ◆ Identifies potential barriers, risks and opportunities for involvement and engagements;
 - ◆ Enables an efficient response to any changing needs of stakeholders and the project;
 - ◆ Encourages stakeholder buy-in, further empowering their involvement.

Establish and Maintain Open Communication Channels

- Establish a communication strategy:
 - ◆ Identify how teams will communicate with stakeholders: What channels? How often? Open and/or closed channels? Multiple or single points of contact?
 - ◆ Create a means of information sharing, for example a regular newsletter which provides information, updates and shares requests from/to stakeholders;
 - ◆ Advocate for open dialogue, encouraging stakeholders to also share concerns, challenges and comments to facilitate and empower stakeholder feedback.
- Maintaining regular communication through set channels, which involves all stakeholders:

- ◆ Ensures a continued awareness of and buy-in for the project remains;
- ◆ Establishes a clear threshold for expectations from both project teams and the stakeholders involved in the project;
- ◆ Provides a means of quickly identifying issues and efficiently resolving them, alongside stakeholders;
- ◆ Builds trust by providing an accessible and continuous means of communication, further aiding feedback and evaluative processes.

Build Trust with Local Communities

→ Utilising local gatekeepers:

- ◆ Inviting local stakeholders (for example, those from community groups, youth groups, social services, educators) to tool development meetings ensures that the problems being faced by local communities are identified;
- ◆ Representatives from the communities or groups being targeted / addressed / engaged with by the tool, must be involved in its creation and delivery to ensure a tailored approach is developed;
- ◆ Gaining the trust of local gatekeepers (representatives from within the targeted community groups) is a necessary step to earning the trust of the community members and therefore vital to enable participation and engagement.

→ Enabling participation:

- ◆ Adopting an inclusive approach to tool development and delivery to prioritise the needs of tool users (those delivering and receiving the tool) and limit any potential negative impacts of engagement;
- ◆ Ensuring accessibility (including consideration of location, cost, resources and timings) for local communities is vital for their engagement to be enabled and empowered;
- ◆ Participation should be viewed as a goal of the tool across all stages of development and delivery.

4.2.3 Recommendations for Evaluation

The following series of recommendations, drawn from the broader learning across the IcARUS project and tool evaluation, are addressed to and relevant for the wider community of practitioners, policy-makers, researchers and citizens actively engaged in urban security strategies. They provide a much needed framework for robust, sustained and effective evaluation to be implemented.

Evaluation as a process of organisational learning

- Evaluation is a collaborative endeavour:
 - ◆ Appoint an evaluation team from the beginning of tool development who will be responsible for strategy, communication, methodological application, analysis and output throughout the lifespan of the project;
 - ◆ Ensure all stakeholders co-produce the evaluation strategy and indicators. This will ensure individual needs, resources and structures are factored into decision-making and all partners understand and accept expectations;
 - ◆ Collaborating across stakeholders will pool resource, knowledge and expertise, maximising potential output whilst minimising resource and additional workloads for partners.
- Reframing evaluative language:
 - ◆ Avoid using negatively charged language associated with blame, such as 'failure' or 'weakness' and instead advocate for 'opportunities for learning', 'future steps', 'adaptations to be made' to reinforce the value of evaluation as a learning process that offers scope for development, rather than judgemental outcomes.

Build in the needs of evaluation from the outset

- Identify clear goals and ambitions from the project/tool conception and design:
 - ◆ Co-produce a set of aims and objectives with stakeholders, from the outset of tool development, in order to establish clear priorities and goals;
 - ◆ Identify key indicators for assessment, based on the aims and objectives of the tool, to be 'measured' during tool development and delivery.
- Build evaluation into the project lifespan:
 - ◆ Identify key learning points within the tools lifespan to assess aims and objectives; this will enable reflexivity and responsiveness, using the evidence to adjust strategies, procedures and resources as appropriate, both during and after implementation;
 - ◆ Co-produce a shared strategy between stakeholders which enables the continuous monitoring of agreed aims and objectives, such as how and when they will be measured, by whom, and who will be responsible for delivering these.
- Where possible, minimise workload implications of data collection on stakeholders:
 - ◆ Co-producing strategies for evaluation will ensure stakeholders understand their responsibilities and can agree / outline, from the outset, their expectations;
 - ◆ Identify moments where data collection can be maximised through existing practices, structures and resources across stakeholder groups;

- ◆ Utilise data already held / collected by stakeholders to minimise additional processes and ethical procedures and maximise the available data for collection.

5. Appendix

5.1 Methodological Appendix

5.1.1 Methods

Table 1. *Methods used in each city's evaluation process.*

City	Methods Utilised
Lisbon	Stakeholders' survey training session First stakeholders' survey demonstration session Second stakeholders' survey demonstration session (eventual comparative analysis and interpretation of both demonstration surveys)
Rotterdam	Stakeholders' survey training session Stakeholders' survey demonstration session Tailored interviews of specific stakeholder
Turin	Stakeholders' survey training session Stakeholders' survey validation workshop Stakeholders' survey demonstration sessions
Nice	Post-training questionnaire Post-training reflection survey Trainee log Field visit observation forms Consultative city feedback Public survey Venue survey Venue mapping Semi-structured interviews +Ethics nominal report
Riga	Post-training questionnaire Fieldwork diaries Surveyor surveys Demonstration observation notes Consultative city feedback Media report log

	Survey data log Semi-structured interviews Written interviews +Ethics nominal report
Stuttgart	Post-training questionnaire Post-training reflection survey Demonstration fieldwork diaries Demonstration observation notes Consultative city feedback Instagram data Event footage (Video and photo) Student surveys Semi-structured interviews +Ethics nominal report

5.1.2 Participants

Below is a list of the total participants who took part in activities directly employed by the evaluation teams, across each city.

Table 2. *Participants recorded in each city's evaluation process.*

City	Participants Recorded
Lisbon	53
Rotterdam	28
Turin	37
Nice	135
Riga	20
Stuttgart	49 (not including any Instagram responses)



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Landeshauptstadt Stuttgart Municipality of Stuttgart



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City of Rotterdam



City of Nice



Lisbon Municipal Police / Lisbon Municipality (LMP/CML)



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