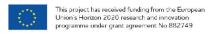**www.icarus-innovation.eu**
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D 3.5

# Development of indicators: A report of the set of indicators to evaluate the results of the tools

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| 5 | 29/08/2023 | Carla Napolano-Efus | Review of contents and suggestions |

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# 1 Introduction

The IcARUS project aims to enhance a strategic approach to urban security based on multi-stakeholder cooperation and the co-production of solutions. Based on a vision for tackling crime which combines prevention, sanctions and fostering social cohesion, the project's main objectives are to provide a comprehensive understanding of urban security challenges and policies, and an opportunity to reflect upon and define tools and practices to respond to such challenges.

The IcARUS project seeks to facilitate a transformation in the application and utilisation of the knowledge base in urban security by adopting existing innovative tools and practices to develop a toolkit that allows urban security actors to better respond to urban security challenges. The four IcARUS focus areas correspond to the priorities expressed by the project's partner local and regional authorities in terms of their local urban security issues, namely: 1) preventing radicalisation leading to violent extremism; 2) preventing juvenile delinquency; 3) designing and managing safe public spaces, and 4) reducing and preventing trafficking and organised crime.

The project aims to transform the benefits of security policies to local communities by engaging them as active co-producers of urban security policies and practices, rather than passive recipients of municipal services. Thus, IcARUS will foster innovative governance approaches based on the promotion of citizen participation and the co-production of security policies.

# 2 Toolkit development

Drawing on the IcARUS knowledge base, comprised of a state-of-the-art review, an inventory of tools and practises and a roadmap that renders the knowledge base actionable and usable, *Work Package 3 Toolkit development* using social and technological innovation is developing tools for municipalities, Law Enforcement Agencies (LEAs) and urban security practitioners to better tackle security challenges and address the unmet needs of citizens.

The objectives of the toolkit development are to:

1. Involve all stakeholders (civil society, local security practitioners, LEAs, experts, researchers etc.) in the definition, prototyping and adaptation of the tools.

2. Improve the strategic approach to urban security by adapting existing tools to municipalities, LEA and local security practitioners' needs and working methods in terms of emerging and future security challenges.

3. Improve the strategic approach to urban security by identifying new tools and working methods.

4. Ensure that the toolkit developed respects human rights and liberties and is in accordance with European and national legislations following an ELI Model (Ethical and Legal Intelligence).

Throughout the activities of *Work Package 3 Toolkit development* and *Work Package 4 Toolkit demonstration and implementation*, the six partner cities are involving local stakeholders, including citizens, in the process of developing and implementing tools that respond to their local challenges. This co-production is based on the IcARUS Design-Thinking methodology, which places end-users at the centre of design processes.

In the framework of *Task 3.4*, the cities were engaged in collaborative sessions with other partners, such as EUR, Efus, IDIAP, and USAL for developing a set of performance indicators tailored to each city and to each tool developed. These sets of indicators are meant to measure the achievements made by the tools in each city against the identified challenge and the extent to which implementation activities have been conducted. Hence, we aim to develop a comprehensive framework of evaluation that takes into account tools' goals, intended outcomes, effect mechanisms, and actual activities the tools entail.

# 3 A report of the set of indicators to evaluate the results of the tools

## 3.1 Objectives

The sets of indicators co-developed and tailored to each tool have multiple aims. First, the set goal is that of properly laying the ground for a thorough evaluation of the developed measures. Second, the indicators highlight and identify which specific aspects of the tools are crucial for the success of the latter. Third, given the collaborative co-creation of the indicators, developing them aimed at reinforcing not only the cooperation among partners and the exchange of ideas and expertise, but also helped in ensuring the tools and their structure meet expectations of and requirements for end-users.

## 3.2 Methodology of the creation of the indicators

The sets of indicators were co-created in collaborative sessions with the cities. Each set was co-developed and discussed in a dedicated one-to-one session with each municipality. We schematised the tools, to identify what impact they aim to make, what outcomes are expected, what effect mechanisms the tool shall produce based on what activities will be carried out. Having clearly mapped the tools' structure, we proceeded to discuss what indicators can best evaluate the tools. The discussions happened during six different co-creation sessions with the cities. After brainstorming, we considered what outcomes to take into account and therefore which indicators would best fit those outcomes. For each indicator agreed upon, we developed a specific set of tailored questions, identifying the type of data needed for evaluation (e.g., qualitative or quantitative). In addition, we wanted to make sure the indicators envisioned a *feasible* evaluation. Therefore, we discussed together with the cities what kind of means of evaluation were best suited to each indicator and also what means would best work for that specific urban context. Finally, we devised a target group for each indicator, and also when the evaluation will be carried out or when the data is to be collected (e.g., before, during, or after the demonstration of the tool).

# 4 Indicators to evaluate the implementation process and tool achievements

## 4.1 Indicators to evaluate the implementation process of Turin tool

**Tool of the City of Turin:**

The tool envisions a multi-stakeholder governance network model to deliberate and co-produce interventions around urban juvenile delinquency issues. 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. This tool aims at supporting collaborative decision-making to tackle youth delinquency issues and enable evidence-based intervention.

Stakeholders involved in this tool are different services of the municipality, and, in particular, the municipal office for school, as well as the proximity police, the prisoner guarantor's office from justice sector offices, the municipal office for social services, religious organisations, NGOs, youth committees and associations, and citizens.

**Indicators for the City of Turin tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Encourage the use of technology for adequate data collection and data sharing that can be analysed for decision making | • Uniformity of data sets | Analyses of primary data | Committee of stakeholders, municipal police | Before the demonstration |
| Encourage and improve use of digital platforms for data sharing | • Easiness and management of tool <br> • Technical requirements <br> • Collaborative decision-making <br> • Sustainability of the tool | Focus groups and observations, and an administered test for sustainability assessment | Municipal police, stakeholders, PLTO project manager | Prototyping phase, after the demonstration |
| Creation of the Turin Committee on Preventive Juvenile Delinquency | • Level of engagement of members <br> • Diversification of group members within the Turin | Critical analyses, analyses of the attendance list, interview for the PLTO | Municipal police, stakeholders, PLTO, in particular, the project | Before and after the demonstration |

| | | Committee on preventing juvenile delinquency<br>● Equality within the heterogeneous committee | project manager | manager that will deploy, coordinate and manage the tool | |
| --- | --- | --- | --- | --- | --- |
| Consolidating existing cooperation opportunities and identifying new ones | | ● Sustainability of the committee | Focus groups, interviews | Municipal police, stakeholders, other municipal officers | Before and after the demonstration |
| Improve process of decision making in tackling juvenile delinquency issues at police and municipality level | | ● Degree of improvement of decision making/deliberative process<br>● Usefulness of the tool for end-users | Surveys, focus groups, interviews | Stakeholders, municipal police, City of Turin (DM) | After the demonstration |

## 4.2 Indicators to evaluate the tool of the City of Lisbon

**Tool of the City of Lisbon:**

The tool envisions an initiative that involves multiple teams of young people, each supported by a youth worker and a police officer, to undertake a multi-week programme that engages the young people in identifying and developing solutions to problems in their local community, improves relationships between young people and their local community and police officer(s), and supports young people in gaining useful knowledge and life skills (particularly those young people excluded from mainstream education). This tool aims at engaging young people in an empowering, young person-led programme that develops their feelings of self-worth and self-confidence, improves their relationships with the police and local community, diverts them from socially undesirable / offending behaviour, and provides them with practical life skills.

Stakeholders and end-users involved in this tool are, first, young people aged 11–19 years that are identified as "at risk of offending" by police, educators and/or social services, which may be excluded from school and/or live in communities experiencing feelings of insecurity. Second, also municipal police officers are involved, who regularly work in a relevant neighbourhood, particularly those new to the neighbourhood.

**Indicators for the City of Lisbon tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Improve the relationship between the youth, the local police & the local community | • Quality of the relationship between the youth and the mentors during the programme<br>• Perception of the participants towards the programme | Survey, interviews, collective debriefing groups | young people aged 11–19 years identified as at risk of offending | At the end of the programme (after the demonstration) |
| Empowerment of the youth | • Quality of the mentorship work<br>• Improvement of youth capacities to get engaged in public event<br>• Willingness of the participants to be involved in any municipal activities/discussion on their identified issue | Survey (to be given twice, before and after the demonstration) | Young people aged 11–19 years identified as at risk of offending | Comparison between the answers of the same survey before and after the programme (before and after the demonstration) |
| Engage young people in community safety | • Level of engagement in the programme<br>• Quality of the discussion with the participants of the show-case | Data collection and comparison based on the application formulas, and participation info, 2 short satisfaction questionnaires for both the panels and the youth | The youth, and the panels | During the showcase and at the end of the programme (during the demonstration) |
| Usefulness of the tool for the end-users | • Usefulness of the tool for the end-users | Survey, focused groups | End-users/partners | At the end of the programme (after the demonstration) |

## 4.3 Indicators to evaluate the tool of the City of Riga

**Tool of City of Riga:**

This tool aims at understanding and gathering data to assess citizens' perceptions of security risks in the districts of the city of Riga to improve efficiency in the deployment of police services.

The tool envisions a mechanism to provide an evidence-based approach to modifying and adapting district/neighbourhood policing tactics by analysing the existing police records and new data reflecting sentiments of the citizens together concerning perception of security, trust in police and cohesion among residents.

The tool delivery will cover a period of four weeks each time, where violation records from the police records to understand the trends of incidents and the response of the police will be analysed. In addition, citizens' feedback on feelings of insecurity, harm and disorder among the residents will be collected and citizens' feedback will be collected to understand the priorities and fears of the citizens. Finally, the analysis of the violation records will be compared with the citizen's feedback to update the policing tactics.

The tool involves multiple stakeholders, such as municipal police, district population services of the municipality and NGOs who drive it forward at their level.

**Indicators for the City of Riga tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Involve citizens in change in tactics | • Responsiveness of selected citizens<br>• Eligibility of citizens for qualitative data collection | Observations, primary data analyses, data from the feedback survey | Municipal workers, NGO representatives, patrol officers of municipal police | Before and after the demonstration |
| Updating Policing Tactics considering trends of incidents, police response, and priorities and concerns of citizens | • Integration of long-term urban plans<br>• Tool usefulness for and success in changing policing tactics<br>• Inclusiveness of future policing tactics | Critical analyses | Municipal police, police chiefs | Before (or during) the demonstration |
| Include citizenry in shaping | • Diversity of stakeholders | Statistical analyses of | Municipal police, | Before and after the |

| public decisions | • outreached<br>• Fluctuations of trust levels between citizenry and police | data, critical analyses; comparing data, surveys, focus groups; comparing surveys (specific Qs, before and after), interviews | citizens | demonstration |
|---|---|---|---|---|
| Sustainability of the partnership | • Clear alignment of goals and values<br>• Effective/proactive/ transparent communication | Interviews, surveys (qualitative data) | NGOs representatives, police chiefs | Before and after the demonstration |

## 4.4 Indicators to evaluate the tool of the City of Rotterdam

**Tool of the City of Rotterdam:**

Considering the target area of "Spaanse Polder" in Rotterdam, the tool envisions a new, more inclusive, forum event held at regular intervals over the year (spring; summer; autumn; winter) that actively engages a much wider cross-section of Spaanse Polder users — and has the potential to connect with all users of the area.

The tool aims not only at ensuring that business owners have a sense of responsibility for the safety and security of the Spaanse Polder, but also at sharing information in a more proactive and effective way between professional stakeholders and business representatives in the area. Further, the tool also has the objective of providing feedback on actions taken to address reported issues, and of addressing the bottleneck in (and lack of) feedback to businesses or citizens from the city/police.

Stakeholders and end-users involved in this tool are all the 24.000 people that work (and live) in the Spaanse Polder - such as business owners, local and national police, and representatives of the city.

**Indicators for the Rotterdam tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Connect all users of the | • Engagement success rate | Analysis of data | End users, police, | After the demonstration |

| | | | | |
|---|---|---|---|---|
| area and engage with as many of the 24k present | ● Sustainability of engagement relationship | (surveys), (wijkprofiel) questionnaire) | municipality workers | |
| Strengthen collaborative monitoring between businesses, workers, police, and other stakeholders | ● Perception of multi-agent collaboration in Spaanse Polder<br>● Perception of role of local authorities (police and municipality) in this collaboration | Analysis of data, (focus groups), interviews, world cafe | End users, police, municipality workers | During and after the demonstration |
| Support citizens in recognizing and reporting crime | ● Successful promotion and easiness of reporting procedures<br>● Incidence of reported crimes or (in)formal comments | Focus groups, analysis of data | End users | During and after the demonstration |
| Support improved provision of feedback to citizens and businesses | ● Degree of direct correlation between measure's outcomes and (new) practices<br>● Degree of stakeholders' satisfaction of feedback provision | Comparative analysis of data, focus groups, interviews | End users, municipality workers | After the demonstration |

## 4.5 Indicators to evaluate the tool of the City of Nice

**Tool of the City of Nice:**

The tool envisions a safety initiative designed to help keep people safe while enjoying a day or night out in Nice City Centre.

The tool aims at tackling and preventing street harassment and reducing people's feelings of insecurity in public spaces.

In terms of target group, the design is not gender specific and aims to help all people that are, or believe to be victims of street harassment or insecurity in the public place.

**Indicators for the Nice tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Promote awareness in the general public on harassment and gender-based and sexual violence | • Level of sensibilization<br>• Sustainability of initiative (not a one-off measure) | Questionnaire on visibility of campaign; analysis of primary data; survey "before and after"; | Citizens, venues' owners and personnel | Before and after the demonstration |
| Build a solidarity network of business owners aimed at welcome and help people in situation of insecurity or harassment | • Number of adhering businesses<br>• Diversity of adhering businesses<br>• Number of businesses adhering to other existing initiatives from City of Nice<br>• Number of administered trainings | Analysis of primary data | Venues' owners and personnel | Before and after the demonstration |
| Deliver tailored trainings to venues' owners and personnel | • Quality of trainings | Questionnaire for business owners/personnel | Venues' owners and personnel | After the demonstration |
| Create solutions of response/alert in case of harassment | • Victim support related processes | Number of reports | Municipality offices | After the demonstration |

## 4.6 Indicators to evaluate the tool of the City of Stuttgart

**Tool of the city of Stuttgart:**

The tool aims at increasing the number and quality of people coming into youth work and/or radicalisation prevention, and the resources available. In this way, the tool also aims at addressing grievances experienced by young people that make them vulnerable to violent extremists, while increasing young people's sense of purpose, inclusion and belonging.

The tool adopts a creative art-based approach and combines in a new way the "workshop" and "outreach work" approaches, presenting a form of "mobile interactive workshop", that potentially achieves the highest degree of participation possible, targeting young

people between 13 and 21 years old, and different representatives of communal prevention, willing to use the Tool in their everyday work.

The Tool is based on principle of the "Magiewagen", an interactive mobile art-workshop that will be held in four different parts of the city Stuttgart.

**Indicators for the City of Stuttgart tool:**

| Expected results of the tool (outcomes) | Indicators | Means of evaluation | Target group | Time of evaluation |
|---|---|---|---|---|
| Increase young people's resilience and young people critical thinking in the face of radicalization | ● Engagement level (political level of voice and participation) <br> ● Dialogue and empowerment level <br> ● Measurable level of long-term awareness raised | Data analysis and interviews where possible - | Municipality workers, youth, youth workers | Before, during, and after the demonstration |
| Improve the availability and diversity of local resources dedicated to youth engagement and the prevention of radicalization in Stuttgart | ● Improvement of relationships and number of future collaborations between organisations. <br> ● Perception of social workers' supervision and experience. <br> ● Number of organisations choosing to take part in the initiative. | Interviews, surveys, primary data analyses | Municipality workers and youth | During and after the demonstration |
| Awake/support the interest in young people to democracy values and encourage them to take more active part in the social city activities | ● Satisfactory level of provoked social/online interactions <br> ● Number of young people willing to approach other organisations | Surveys, Instagram page visits analyses, primary data analysis | Municipality workers and youth | During and after the demonstration |

## 4.7 How the evaluations will be implemented

These sets of indicators will function as groundwork for the tool evaluation which will take place in WP4. The evaluation will therefore be specific and tailored to each tool and city. As inferable from above, indicators will be used for evaluation at different stages: usually either before, during, or after tool demonstration.

Hence, as collaboratively as these indicators were developed, so they will be used in WP4 (*T4.7- Evaluation the toolkit*) since close contact with municipalities will be needed in terms of data collection, data analysis, and correct reporting. Practically, ways of evaluating the above indicators will encompass a range of means. Inter alia, surveys will be administered to specific target groups, focus groups will be organised, and primary analysis of data will also be conducted in order to collect information relevant for the indicator. In order to acquire such relevant information and data, close collaboration with the cities will be required. In the co-creation discussions leading to the drafting of the indicators chosen for each tool, a strong focus has been placed upon feasibility of evaluation means. This has led to the choice of means that each municipality deems possible, reasonable and feasible within their own specific local context.

Finally, always in line with our focus on feasibility, the evaluation process of the tools will make use of other existing WP4 activities.

For each city, according to the indicators envisioned, instruments will be developed to collect information for the evaluation. In collaboration with each city, Erasmus University of Rotterdam (EUR) and University of York will develop means of evaluation for each indicator to be measured. To proceed the evaluation and according to tables mentioned above, the cities will collect the data based on the evaluation means developed. The analysis of the collected data will be then analysed by EUR and University of York. The evaluation of each tool will follow this process according to the indicator that we want to evaluate.

This means that each municipality will organise activities related to the tool's development and those moments will be used for either data collection or evaluation. Purely as an example, a city may draft and administer a survey to stakeholders and that moment will be used for evaluating a specific indicator that, as a means, requires surveys and, as the target group, envisions stakeholders. This mechanism of taking advantage of tool implementation activities with tool evaluation is exactly how the latter's strategy is built. This will allow for a smooth, timely, and accurate evaluation of the developed security tools. For instance, the evaluation strategy might exploit data collected during validation workshops in the different cities. The latter will impact of course the "time of evaluation", where validation workshops, where deemed useful, are considered significant moments of data collection and data analysis.

In other words, tools' evaluation strategy will encompass different moments within cities' tool implementation timeline. In doing so, the evaluation process is much more organic and precise, acquiring data and evaluating it via a tailored procedure according to each city's plans. This implies each tool evaluation process will depend on cities' tools and their timeline.

# IcARUS

INNOVATIVE APPROACHES TO URBAN SECURITY

## CONSORTIUM

European Forum for Urban Security (Efus)

Fachhochschule Salzburg (FHS) Salzburg University of Applied Sciences

Plus Ethics

Erasmus University Rotterdam (EUR)

Laboratory of Urban Criminology / Panteion University of Social and Political Sciences (Panteion)

University of Salford

University of Leeds

Landeshauptstadt Stuttgart Municipality of Stuttgart

Riga Municipal Police (RMP)

City of Rotterdam

City of Nice

Lisbon Municipal Police / Lisbon Municipality (LMP/CML)

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