



Ayuntamiento de Málaga
Área de Gobierno de Derechos Sociales,
Buen Gobierno y Transparencia



UNIVERSIDAD DE MÁLAGA

First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga 2017-2020



Specific cooperation agreement between Malaga City Council and the University of Malaga to develop scientific, academic and training activities related to the First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga.

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Prologue

Already in 1930 Ortega y Gasset, in his work entitled "Misión de la Universidad", stated that we, university teachers, are to perform two crucial functions, in addition to what he called 'teaching professions': scientific research, as well as transfer of knowledge aimed at fostering human development in all areas of education. This is why the University of Malaga remains attentive to the demands of society in general and, in particular, to the needs of our community.

We believe that it is our duty to work with other public institutions on projects aimed at generating and promoting knowledge and plurality, understood as the cornerstones of modern society, both at the national and international level. The First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga constitutes a pioneering and valuable initiative given its content and will surely attract both scientific and academic interest.

In fact, since the beginning of the 21st century, major international bodies, such as the UN, the OSCE and the EU have emphasized the fact that the struggle against violent radicalization is incumbent not only upon national authorities, but also regional and local actors. In this sense, this first Plan presented by the City Hall of Malaga not only constitutes a prompt and efficient response to this call, but also offers an innovative tool which enables two society-serving institutions to work together with the aim of fostering inclusive education and strengthening our common values and intercultural understanding. The role of university has always been to encourage reflection and debate. In this case, it concerns the causes for violence and inequality which hinder peaceful coexistence and provide the breeding ground for extremism.

Therefore, the First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation presented jointly by the City of Malaga and the University of Malaga hopes to contribute to a better understanding of the processes of endogenous and exogenous radicalisation in our society, as well as their implications and repercussions. The plan has two principal objectives. First, to generate a solid theoretical framework that would facilitate decision making. Second, to highlight the importance of prevention as a means of facing a complex social reality –a major challenge forcing us to look for ways of managing coexistence and ensuring social resilience to exclusion and violence.

José Ángel Narváez Bueno

Chancellor of the University of Malaga

Prologue

The heritage of centuries of conviviality between religions has made our city a space of hospitality throughout the history. Malaga is an open, increasingly cosmopolitan city where people from many different nationalities, ideologies, cultures, races and religions live together. This plurality and heterogeneity enriches it and prepares it more and more to become a modern and advanced city. Malaga does not want to lose the wealth that emanates from that multiculturalism, from its tolerant and conciliatory spirit that promotes social cohesion and that, despite the adversities of the period we are living, is gradually generating prosperity in the city.

The diversity of Europe and its multicultural communities are an integral part of its social structure and constitute an essential cultural asset. That is why it is considered that any policy that seeks to fight radicalisation must be sensitive and proportionate in order to respect and strengthen the diversity of the social structure of communities.

More than one hundred and fifty different nationalities live together in our city, sharing and respecting each other's culture, enriching our society by taking active part in it and as a living example of tolerance, conviviality and mutual respect.

The Malaga City Council is fully aware that the religious diversity is increasing in the city and that it is of great importance to work for a city that is plural, respectful with diversity and value-generating. This Plan is a new municipal advance in our commitment to making Malaga a city that assumes current challenges and that leads it, adapting to a changing reality from a global city model. All this occupies now a central place in political priorities, not only international, but also national and local.

The goal of our City Council, as well as my own, is to promote interculturality and conviviality as values of the society of Malaga. Therefore, the respect and support for the religious pluralism that already exists in our city is a strong commitment of this Corporation, as it has been evident in the last twenty years.

Francisco de la Torre Prados

Mayor of the City of Malaga

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Justification of the Plan

As the emblem of the city means, Malaga has been since its birth, three thousand years ago, an open, beneficial and hospitable city. People from different cultures, races and religions have lived in our city. This heritage has forged the character of the people of Malaga, especially welcoming to those coming from abroad.

The process of intercultural conviviality relates to all aspects of life in a society and includes immigrants as well as the society that receives them. Likewise, this process refers to people with different religious denominations.

Current migration patterns are producing increasingly diverse cultural influences in destination societies. These influences are constructive while maintaining coherence and social unity. Measures to foster conviviality are generally aimed at preserving or restoring the uniform functioning of a society and helping those who need support to become participants in the economic, social and cultural life of the host society. That means it seeks to strengthen the feeling of belonging and strengthen the identity with this new community.

In our city, from this City Council and through the different plans existing for more than twenty years, we support the right of immigrants to interact economically, religiously, socially and culturally with a destination society under the terms of the applicable national legislation, while they also maintain a sense of their own cultural identity, which has fostered an authentic intercultural conviviality.

Along these lines, the main goal of this Plan is to raise awareness and build an active and resilient society which favors social cohesion, improves conviviality, respects religious freedom and avoids marginalisation and violent radicalism.

However, globally with the confronted violent radicalisation that we have been observing with concern in the recent years, our city faces the challenge of finding ways to embrace diversity while maintaining unity. The challenge is to strike a balance between the original cultural identities of immigrants and a sense of belonging based on the acceptance of the fundamental values and institutions of the new society. It is necessary to do a more intense social and preventive work with the different generations and groups of immigrants because the level of normalisation in our city can vary according to the origin, age, religion...

For this reason, we wish to emphasise what a great opportunity it is for Malaga to have been chosen by the Spanish Ministry for Home Affairs as pilot city for the implementation of the National Strategic Plan against Violent Radicalisation. It is an honor as well to be able

to work side by side with the Center for Intelligence against Terrorism and Organised Crime (CITCO) for the enforcement and the elaboration of this First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga.

We would also like to remark that this work we are presenting would not have been possible without the invaluable contributions of the group of experts of the University of Malaga and of the community organisations who have enriched the text proposed by the staff of the Area of Social Rights, and especially the technical team of the Office for Conviviality, improving it and enriching it remarkably.

There is a lot of work ahead of us, but certainly, with the collaboration of so many people involved, Malaga will be an international example of a city for conviviality, improving the quality of life of its citizens regardless of their origin and proudly being everyone's home.

Julio Andrade Ruiz

*Deputy Mayor of the Area of Government of Social Rights,
Good Governance and Transparency of the Malaga City Council*

Ruth Sarabia García

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1

Introduction

Taking as a general framework the National Strategic Plan against Violent Radicalisation (PEN-LCRV) approved in 2015, which adopts a preventive counter-terrorism model against the ability to recruit through radicalisation, the Malaga City Council focuses its efforts on one of the four pillars of the strategy (prevention, protection, persecution and response): prevention as a response to a national need to treat the phenomenon of violent radicalisation. The objective of this pillar is to prevent people from joining terrorism by working on the root causes of violent radicalisation and terrorist recruitment.

In this way, this initiative acts in an area that complements the actions already carried out by the Spanish law enforcement authorities, which falls into the other three pillars of the strategy.

It also responds to the need to implement the PEN-LCRV in the field. According to it, the municipality (local level) is the main stage of action of the violent radicalisation. To this end, the Plan designs Local Groups against Violent Radicalisation coordinated by law enforcement at the local level and which, under the supervision of the National Group, will conform the rest of the local social sectors to understand, prevent and deal with the detected focuses. According to the PEN-LCRV, the National Group coordinates the Local Groups against Violent Radicalisation located in each municipality of the state. For the specific case of Malaga, the Local Group is made up of representatives of the City Council (Local Police, social services, schools, social entities, risk groups and the University of Malaga, etc.). Other institutions will become members in the future.

In the case of the Malaga City Council, the Area of Social Rights, Good Governance and Transparency pilots the First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga, which has been implemented initially as a pilot project in our city. In addition to it, the Third Framework Plan for Citizenship and Conviviality works as a catalyst entity that promotes the maintenance of the conviviality of all those who integrate this city, as well as the active role of citizens, groups and entities as fundamental agents in the improvement and increase of the process of social transformation of the city through their direct participation in the issues and challenges of common interest.

This Third Framework Plan for Citizenship and Conviviality has its antecedents in the First Municipal Plan of Participation, Volunteering and Citizen Relations 2004-2007, which served as an instrument to promote municipal participation mechanisms and achieve a local government more closely linked to its citizens.

It was followed by the First Framework Plan for Citizenship and Conviviality 2008-2011, which became a new municipal advance in its commitment to making Malaga a changing city in the global context.

Subsequently, it was followed by the Second Framework Plan for Citizenship and Conviviality 2012-2015, eminently participatory, improving the tools to strengthen the construction of the city from the principles of equality and non-discrimination, citizenship and participation, interculturality, solidarity, mainstreaming and innovation.

The philosophy of the Third Framework Plan for Citizenship and Conviviality has the following guiding principles: principle of equality and non-discrimination, principle of citizenship and participation, principle of interculturality, principle of solidarity, principle of mainstreaming, principle of innovation, and principle of transparency and good governance.

2

The First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga

This Plan is a great step forward in the prevention of violent radicalisation and it places Malaga as a reference point for other administrations, but we are fully aware that much effort remains to be done and that we must continue to work to prevent any form of violent radicalisation. In this way, it is our goal to prevent the violent consequences emanating from a wide spectrum of organised and non-organised groups ranging from neo-nazis, street gangs (Latin Kings, Trinitarios, maras), extreme left-wing and extreme right-wing groups (redskins, skinheads, hooligans, anarchists, anti-system activists, Hell's Angels) to other groups that claim a particular religion to justify their violent activities.

Below are the different concepts that have been used as a **conceptual framework of reference**, separating radicalisation (the development of extremist ideologies and beliefs) from the ways of action (which may include or not participation in terrorist acts). It is also important to distinguish that radicalism 'does not necessarily include or justify violence, as this is a form behaviour and not an ideology'. However, it is important to point out that without a previous radicalisation, the terrorist acts later justified by alluding to ideology or extremist beliefs can never happen.

- **Victim:** A person who is the object of recruitment and is immersed in a process of radicalisation.
- **Radicalisation:** Any process that leads to greater intransigence or fanaticism.
- **Person susceptible of being radicalised:** In theory, any person is susceptible to be radicalised but there are certain risk groups:
 - Youths.
 - Unaccompanied minors and minors who will no longer be protected by the acquisition of their legal age of majority. They may be the most vulnerable profile *a priori*.
 - Young women with affective ties to radicalised men, regardless of their nationality or origin.In all cases an economic environment of low income or certain personal situations (failed relationships, isolation, desire to start a new life, lack of identity, etc.) could lead to the radicalisation of these people.
- **Radicalised person:** A person who has undergone a process of radicalisation and has acquired a new order of values and extremist customs. The application of these changes to their immediate surroundings, especially in the family, usually takes place abruptly, implying important modifications in their behaviour and distancing from the family.

- **Radicaliser:** A person interested in imposing his or her extremist ideas on people who are likely to be influenced. They can act through social networks.
- **Radicalisation focus:** Environment that favours the transform actions of the values of people susceptible to be radicalised and where there is a radicalising element.
- **Terrorism:** 'A premeditated succession of violent and intimidating acts carried out on non-combatant population and designed to psychologically influence a number of people far superior to the direct victims, and to achieve some objective, almost always of a political nature' (de la Corte, 2006).
- **Recruiter:** A person whose purpose is to attract people to join organisations whose purpose is to carry out violent actions in favor of an extreme or sectarian ideology. These people can use social networks to achieve their goals.
- **Facilitator:** A person working for an extremist or sectarian organisation without engaging in violent actions in a direct way, but providing funds, infrastructure, cover, material, information.

2.1 Regulations and legislation

National security is one of the priorities of the Spanish government. It is an essential element in guaranteeing the welfare of citizens and the stability of the Nation. Its maintenance and defense against risks and threats is the goal of the National Security Strategy of 2013 (ESN-2013), which establishes terrorism as one of its main threats and regards violent extremism as one of its empowering factors.

On a European level, the European Union's Internal Security Strategy, which seeks a common security model, was designed in 2005. In addition, a preventive counter-terrorism model was adopted against the ability to recruit through radicalisation. Some of its forecasts were embodied in the European Union's Strategy for Combating Radicalisation and Recruitment to Terrorism.

The Comprehensive Strategy against International Terrorism and Radicalisation (EICTIR) was approved in 2010 in Spain and ratified in 2012. This Strategy is designed to give a specific response at a national level to the commitment made by Spain as a member of the European Union (EU) in the coordinated and global fight against terrorism. It requires the necessary involvement of the whole government and the civil society.

The ESN-2013 reminds that the constitutional mandate to guarantee democratic conviviality and protect citizens while they exercise their civil rights and freedoms is facilitated by a system of public security based fundamentally on law enforcement.

In 2015, the PEN-LCRV was approved in response to a national need to deal with the phenomenon of violent radicalisation. This strategy, based on the EU model, establishes four pillars: **prevention, protection, persecution and response.**

This Plan adopts a preventive counter-terrorism model against the ability to recruit through radicalisation. The goal of the first pillar is to prevent people from joining terrorism by working on the root causes or factors of radicalisation and terrorist recruitment both in Spain and abroad.

The PEN-LCRV has been elaborated in compliance with the EU guidelines on combating radicalisation and violent extremism. It is a global Plan because it has been prepared with the consensus of the government, civil society and vulnerable groups or groups at risk of radicalisation. In addition, it is a comprehensive Plan because it involves and commits all ministries of the Spanish government and social entities under the coordination of the field of public security.

Resolution 381 (2015) and recommendation 371 (2015), adopted during the 28th session 'Combating radicalisation at grassroots level: the role of local and regional authorities' of the Congress of Local and Regional Authorities of the Council of Europe.

Resolution 384 (2015) adopted at the 29th session 'Guidelines for local and regional authorities on preventing radicalisation and manifestations of hate at the grassroots level' of the Congress of Local and Regional Authorities of the Council of Europe.

The Information Security policy approved by the Local Government Board of the City of Malaga on 9 August 2013.

2.2 Background and philosophy of the Plan

This Plan is an expression of the commitment of the City of Malaga to designing future strategies for the prevention of violent radicalism and to contributing to the national security strategy and the fight against violent radicalism, given the important role played by the local level. That is why it is necessary to train all the professionals of the municipal scope so that they have the basic tools and knowledge in this matter to face the problem of violent radicalisation.

This project is located in the city of Malaga due to its status as a city that welcomes a large number of foreigners, especially from northern Africa (Maghreb), and specifically for its consideration as a city-refuge. Until now, this city has been a model of conviviality between different nationalities, cultures and religions, but this does not prevent certain existing risks and other threats arising as a result of the current national and international context.

2.2.1 Reference municipal plans

The Plan is materialised in a planification of actions, some in the short term, and others throughout the life of the Plan, taking into account the results of the implementation of other municipal plans framed within the Area of Government of Social Rights, Good Governance and Transparency. As mainstreaming elements, we will focus on: immigration, gender and accessibility.

Thus, our reference plans are the following:

- Third Framework Plan for Citizenship and Conviviality 2008-2011, which addresses four key components for the modernisation of the city:
 - Second Strategic Plan for Citizen Participation.
 - Second Strategic Plan for Volunteering.
 - First Strategic Plan for Immigration and Conviviality.
 - First Strategic Plan for Development Cooperation.

- Second Cross-cutting Plan of Gender of the City of Malaga, with the purpose of reaching the totality of the citizens and achieving an inclusive and egalitarian society.

- The following territorial plans will be considered as a part of the Social Inclusion Plan:
 - Community Care Plan.
 - Plan of Social Protection and Care of Children and Family.
 - Plan for the Promotion of Active Ageing.
 - Homeless People Care Plan.
 - Prevention Plan against Drug Addiction and other Addictions.
 - Roma Population Care Plan.

- Through the Local Group, the preventive strategies of this Plan will be coordinated with strategies developed by the Area of Government of Security of the City of Malaga.

2.2.2 Regulatory principles of the Plan

The proposal put forward by this Plan has its origin in the diverse and multicultural society of Malaga and its experience as a society where more than one hundred and fifty nationalities live together.

The **regulatory principles** are as follows:

Tolerance
Interculturality **Gender**
Equality **mainstreaming**
of treatment and **Citizen**
non-discrimination **participation**
Innovation **Confidentiality**
Solidarity **Feasibility**

We will develop these terms below:

- **Tolerance:** It is also the recognition of the differences inherent to human nature, to the diversity of cultures, to religions or to the ways of being or acting.
- **Interculturality:** Valuation and respect for cultural diversity in order to build a harmonious and peaceful conviviality. The awareness and mutual recognition of different values, traditions and universes, but always within the limits of respect for other people.
- **Gender mainstreaming:** Permeating all the actions carried out with the gender perspective.
- **Equality of treatment and non-discrimination:** The defense and protection of the rights and obligations of the citizens, which are equated between the immigrant and native population, with equal treatment and non-discrimination, and equal opportunities.
- **Citizen participation:** Through the involvement of the maximum number of people, not only professionals, but also departments, municipal areas, municipal companies, community organizations and individuals.
- **Solidarity:** Through the generation of common spaces that promote participation, exchange of values, traditions, etc., so they can be transformative, constructive and enriching for all.
- **Innovation:** Opening a new framework of possibilities for citizens in general, community organizations, etc., through information, communication, social networks.
- **Confidentiality:** A key value; over the means employed and the actions carried out.
- **Feasibility:** Means adjusted to the reality of existing resources.

2.3 Purpose and goals

The purpose of the First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga is:

To create awareness and build an active and resilient society that supports social cohesion, improves conviviality, respects religions and religious freedom and avoids marginalisation and violent radicalism.

Based on the different strategic axes, the **target groups of population of these lines of action will vary**. Likewise, given the transversal character of this Plan, it is going to act in different areas of action. In this way, the final recipients of the Plan will be:

- Society in general.

- Collectives that are especially vulnerable to radicalisation:
 - Women.
 - Youths and youths under care system or formerly under care system.
 - Minors.
- Staff of the City Malaga Council:
 - Municipal areas.
 - Municipal companies.
 - Municipal organisms.
- Schools, secondary education schools, University, training centers, etc.
- Community and civil society groups.
- Religious entities.
- Institutions.
- Others considered of interest.

This purpose and the identified priorities give rise to **two types of aims:**

- a) On the one hand, aims related to an internal development of transversal strategies to prevent violent radicalisation, making Malaga a more safe and resilient city.
- b) On the other hand, to expand good practices and formalise the achievement of interculturality, tolerance, religious respect, respect for differences and beliefs, joint objectives, etc.

Once these aims have been developed and the effectiveness of their strategies and actions have been verified, the results obtained could be shared with other cities under the coordination of the relevant institutions.

The Plan is based in these **general and specific goals:**

First general goal

To promote interculturality and respect for the differences and beliefs.

Specific goals

- To know and detect risk factors that lead individuals and different groups to violent radicalisation.
- To contextualise the phenomenon of violent radicalisation in Spain, making it closer to our local area.

- To know, through data collection, the incidence of extreme or sectarian ideology in the municipal districts. Likewise, this will allow us to know the extent of the phenomenon and describe the characteristics of the citizens who come into contact with the Plan.
- To educate, inform and create awareness among municipal professionals, students, teachers, law enforcement agents, collectives, entities and society in general about the importance, incidence and magnitude of the problem of violent radicalisation.
- To detect early violent radicalisation and recruitment processes so they can be managed by professionals.
- To train professionals of the Malaga Council and other entities for a quick and effective attention in detected cases of people at risk of radicalisation or already radicalised.
- To evaluate the effectiveness of the program, both on the reduction of cases of radicalised people and cases of radicalised people who are de-radicalised.
- To create awareness and build an active society which supports social cohesion, improves conviviality and avoids marginalisation, preventing radicalisation and violent extremism in Malaga.

Second general goal

To prevent radicalisation and violent extremism in the city of Malaga.

Specific goals

- To promote social reflection and self-criticism of our cultural forms, allowing the improvement of living conditions and the construction of personal identity in an environment that respects cultural diversity.
- To transmit a culture of pluralism, solidarity and representativeness, by promoting the socialisation of students in culturally diverse environments.
- To look for bridges and spaces of collaboration between the different religious communities of the municipality.
- To show and disseminate the social and cultural contribution of the religious entities of our city.

2.4 Structure of the Plan

Before introducing the Plan, it is necessary to give a brief description of its general structure, from the most general scope (strategic axes) to the most concrete level (measures designed to develop the planned objective in each of the strategic axes).

The Plan we have articulated has a specific time frame (2017-2020), which will be revisable, quantifiable and modified if necessary, based on the results obtained.

The **levels** where the Plan will act are as follows:

- a) Family level.
- b) Individual level.
- c) Group level.

The **areas of action** where the activities and measures of awareness, training, information, intervention, etc., will be developed are the following:

Most vulnerable groups Women, minors, unaccompanied minors and minors under institutional care, immigrants, homeless people, families, refugees...	Social Social services centers, services, intervention plans, family treatment equipment, Puerta Única (Single Door), municipal housing...
Community New citizens, society in general, community and civil society groups, sectoral councils.	Educational Schools, secondary education schools, training centers, citizenship training courses, University...
Security Connection channels with the social reality of the city in order to improve the convivability.	Centers of worship Mosques, churches, synagogues...
Cemeteries	Health Hospitals, health centers, mental health...
Municipal areas, companies and organisms Social Rights, Urbanism, Participation, Parcemasas...	Community and religious leaders Imams, rabbies, priests...

The **strategic axes** are as follows:

AXIS 1	Prevention and intervention
AXIS 2	Institutional action and cooperation
AXIS 3	Awareness and training
AXIS 4	Gender equality and promotion of Muslim women in the social, cultural, health and productive spheres
AXIS 5	Social and intercultural mediation
AXIS 6	Management of conviviality, religious, diversity and multiculturalism
AXIS 7	Education and development of attitudes and skills in children and youths
AXIS 8	Strategic communication: Internet and social networking
AXIS 9	Research and analysis

The achievement of the strategic goals mentioned in the previous section will be articulated on a set of axes of action. Each axis contains several lines of intervention with specific goals and measures to be developed so as to meet those specific goals.

Each of the strategic axes is developed according to the following structure:

1. Introduction of the axis.
2. Strategic lines of action.
3. Goals.
4. Timeline of measures to be taken.
5. Evaluation indicators.

AXIS 1 Prevention and intervention

This axis means a proposal of care to individuals and families immerse in a process defined as violent radicalisation and who require specific interventions adapted to each situation, determined by the familiar circumstances and by the gravity of those situations that could lead to violent radicalisation.

Its purpose is the social welfare of the family or individual through action at a personal, family, institutional and community level, in order to address the situations of risk that lead the existence or maintenance of the situation of violent radicalisation.

Within this axis, direct interventions will be developed with minors, young people and their families, with special attention to preventive actions.

The intention is to make a comprehensive intervention with people who are in a situation of special vulnerability, covering all the areas involved in their integration and adequate personal, social, labour and family development.

These actions are intended to provide an individualised response to the needs of these people based on a protocol of action so all professionals who work following this Plan know how to respond.

In this way, it is going to improve efficiency and advance in the prevention, protection, personalised attention and integral recovery. This will involve the implementation of a coordinated information system of actions, functioning as a personalised frame circuit of coordinated actions from all areas for each violent radicalisation victim, regardless of which resource or service has he or she requested information or assistance to.

We will work through the following strategic lines:

Strategic line 1

To promote the assistance and/or attention to people in special difficulty.

GOALS	MEASURES
To carry out a comprehensive intervention with the victims in a way that includes all the areas involved in their integration and adequate personal, social, labour and family development.	<ol style="list-style-type: none"> 1. Design of intervention strategies to reduce the existence of factors of radicalisation in families. 2. Ongoing follow-up of cases.
<p>To detect early violent radicalization and recruitment processes.</p> <p>To set up joint actions with specialised entities in this area in order to achieve common goals and to reduce the incidence of this phenomenon.</p> <p>To design strategies of approach in groups with greater risk level.</p>	<ol style="list-style-type: none"> 1. Development of an integral care program for victims in situation or risk of radicalisation. 2. Develop a personalised intervention program with indirect victims and with people in the victim's environment with a potential risk situation.
To empower and help victims to transform their losses and sufferings into a constructive force to prevent violent extremism by providing forums and spaces where they can tell their stories.	<ol style="list-style-type: none"> 1. Resilience workshops for the victims. 2. Creation of self-help groups. 3. Workshops on relational skills aimed to establish relationships and links with other people that increase the possibilities of obtaining resources and which can mean an unconditional support. 4. Workshops on creativity development, so the sublimation capacity of suffering can be transformed into artistic creation. 5. Contest and exhibition of the works resulting from the workshop by the municipal districts.
To maintain spaces for group intervention as an alternative to family conflict intervention.	<ol style="list-style-type: none"> 1. Field work with families. 2. Collaboration with Aula de Familia (Family Classroom) of the CEMAIF (Municipal Center for Family and Children assistance) through the provision of talks. 3. Promotion of the incorporation of our users to the Aula de Familia.

EVALUATION INDICATORS:

- › Total number of people served.
- › Total number of actions taken.
- › Total number of home visits performed.
- › Number of open cases.
- › Number of cases in follow-up.
- › Number of closed cases.
- › Total number of cases derived to other municipal services.
- › Number of beneficiaries of the service.
- › Number of created self-help groups.
- › Number of men participating in self-help groups.
- › Number of women participating in self-help groups.
- › Number of women attending the CEMAIF talks.
- › Number of men attending the CEMAIF talks.
- › Number of talks given by CEMAIF.
- › Number of lectures given by the prevention team at CEMAIF.
- › Evaluation report of the activities carried out.

Strategic line 2

To facilitate the access of users to all existing resources in the community.

GOALS	MEASURES
To know and detect the risk factors that lead to the violent radicalisation of people and different groups.	1. Field-work (observation, contact and data collection).
To establish coordination mechanisms that are necessary both for the reception of the cases and for the follow-up and intervention in them with the community social services and other services.	1. Protocol of action so that all professionals working under this Plan know which response to give to the needs of users of services, as well as which referral resource to use at any time and so each person can be included in a personal intervention itinerary. 2. Priority access to social programs for groups at risk: immigrants, pockets of poverty and others.
Evaluate the actions derived from the formulation and implementation of the program.	1. Filling up the assessment sheets for each activity. 2. Completion of the intervention plan.
Provide users with strategies to strengthen and develop protection factors and reduce risk factors.	1. Workshop on resilience. 2. Workshop on emotional self-control and management. 3. Workshop on self-esteem and creativity.

EVALUATION INDICATORS:

- › Total number of actions taken.
- › Total number of home visits performed.
- › Number of open cases.
- › Number of cases in follow-up.
- › Number of closed cases.
- › Total number of cases derived to other municipal services and/or other institutions.
- › Number of beneficiaries of the service.
- › Number of intervention plans drawn up.
- › Number of workshops held in municipal districts.
- › Number of men attending the workshops.
- › Number of women attending the workshops.
- › Evaluation of the degree of satisfaction of attendants to workshops and talks.
- › Evaluation report of the activities carried out.
- › Total number of people treated.

AXIS 2 Institutional action and cooperation

The key importance that all participants of the process in the prevention of violent radicalisation (at local, national, European or international level) assume their responsibility encourages the establishment of close institutional cooperation in order to support the victims and their families, as well as the people who have become radicalised and their families.

In this work, a close collaboration will be established with entities such as universities, embassies, councils, chambers of commerce, national and local governments, etc., in order to facilitate the development of communication networks and cooperation between the various entities that comprise this process, thus allowing the transfer of knowledge and building capacity for collaboration in an increasingly international context.

There is a strong consensus that a significant proportion of institutional cooperation actions focus partially or fully on capacity building and reinforcement and institutional strengthening, with the conviction that good public policy management and increased citizenship in public affairs are necessary conditions for advancing in a more fair, sensitised and egalitarian society.

A large part of the institutional strengthening cooperation actions are developed through technical cooperation and, in particular, through expert missions for the provision of technical assistance services. In conclusion, technical cooperation is ultimately aimed at the transfer and development of diverse capacities, both in individuals and organisations involved in a given sector of development interest. In order to achieve its goals, this cooperation is carried out through a range of activities, ranging from the training of human resources –through formal or informal processes– to the provision of technical assistance or advice –by sending experts in Studies–, the provision of material and human resources, the transfer of technology, etc., that is, any activity that implies an applied knowledge transfer.

We will work through the following strategic lines:

Strategic line 1

External coordination and joint action with the University of Malaga, the Provincial Council, the Regional Government of Andalusia, the Central Government and the EU.

GOALS	MEASURES
To promote and improve the communication of the Malaga City Council with other entities and local governments in order to convey a positive message and prevent the creation and generalisation of stereotypes about the foreign population.	<ol style="list-style-type: none">1. Establishment of regular coordination meetings.2. Creation of committees to facilitate the coordination and exchange of good practices information between the Malaga City Council and the other local, provincial, regional and national bodies for the prevention and treatment of radicalisation.3. Development of protocols and guidelines that allow the joint action of the different organisms in the cases of identification and treatment of possible violent radicalisation cases.4. Handbook Use of Cultural Keys and its dissemination.

GOALS	MEASURES
<p>To maintain the same points of view on the jihadist narrative with different linked entities and local institutions.</p>	<ol style="list-style-type: none"> 1. Implementation of collaboration agreements between the various entities and institutions to create a joint discourse and/or counter-narrative. 2. Develop a common and agreed non-emotive lexicon to deal with these issues in order to avoid the link between Islam and terrorism. 3. Disseminate this lexicon to: <ul style="list-style-type: none"> –Municipal areas, companies and organisms. –Society in general. –NGOs. –Provincial Council. –Regional Government of Andalusia. –Central Government. –EU. –University.
<p>To encourage networking and establishing communication and ongoing collaboration channels with other governments and social entities in order to coordinate our actions, unify efforts and resources.</p>	<ol style="list-style-type: none"> 1. Establishment of regular coordination meetings. 2. Dissemination of the Protocol of Institutional Coordination.
<p>To provide lines of collaboration with private companies that wish to promote concrete actions of the Plan or support and promote their development.</p>	<ol style="list-style-type: none"> 1. Establishment of regular coordination meetings. 2. Implementation of collaboration agreements between the various entities and the Malaga City Council.
<p>To establish technical and material resources to promote this Plan, with the collaboration of the competent governments.</p>	<ol style="list-style-type: none"> 1. The search for grants and funds for the various projects at different levels (national, European, etc.).
<p>To export experiences and trajectory in the field of collaboration with the social initiative at different levels.</p>	<ol style="list-style-type: none"> 1. Participation in forums of experiences. 2. Participation in different exhibition days. 3. Participation in competitions and exchange of good practices. 4. Presentation of papers. 5. Creation of a specialised network of contacts and gain of visibility and representation.
<p>To promote cross-border cooperation, in support of the training of professionals and the creation of sectoral networks.</p>	<ol style="list-style-type: none"> 1. Hold of various cross-border cooperation meetings with cities and towns in order to exchange experiences, projects, ideas. 2. Systematic participation in the exchange of experiences, of good practices with different cross-border forums.

EVALUATION INDICATORS:

- › Number of calls made to different institutions, entities, agencies, etc.
- › Number of visits made to institutions, entities, agencies, etc.
- › Number of meetings held with other institutions or organisms.
- › Number of agreements with other institutions or organisms.
- › Number of agreements made.
- › Number of activities and/or actions carried out in collaboration with other institutions.
- › Number of participations in forums, conferences, round tables and papers.
- › Number of projects submitted at the national and European level for funding.
- › Number of projects approved at the national and European level.
- › Evaluation report of the activities carried out.

Strategic line 2

To strengthen the coordination between the different municipal areas, companies and organisms of the Malaga City Council.

GOALS	MEASURES
To promote and improve the communication and internal coordination within the Malaga City Council.	<ol style="list-style-type: none"> 1. Establishment of regular coordination meetings with other municipal areas, companies and organisms. 2. Technical and cross-cutting municipal round table between the different municipal areas, companies and organisms involved.
To support and facilitate the access and information of new citizens to the different municipal areas and services.	<ol style="list-style-type: none"> 1. Agree with the Employment, Equality and Youth areas a quota of access to the courses, to the training offered and to the activities for the new citizens of our service.

EVALUATION INDICATORS:

- › Number of calls made to municipal areas, companies and organisms.
- › Number of visits made to municipal areas, companies and organisms.
- › Number of coordination meetings held with municipal areas, companies and organisms.
- › Number of agreements made with other municipal areas, companies and organisms.
- › Number of activities, courses and training offer of other municipal areas in which new citizens/users of our service participate.
- › Evaluation report of the activities carried out.

AXIS 3 Awareness and training

The evolution of Spanish society in the last decades has given rise to the fact that diversity is at present one of the characteristic features of our social environment and an added value of it. There are a good number of nationals and residents who belong to different ethnicities and cultures, sympathise with a certain ideology or profess different religions. This circumstance and factors such as the recognition of the rights and obligations of citizens who are part of other minority groups represent a growing visibility and social participation before the rest of the citizens and the administrations. This fact, therefore, requires that sensitivity to ethnic, ideological, cultural and religious differences was an objective incorporated into the organisational mission. This awareness of cultural, ideological and religious plurality contributes to the prevention of intolerance and discrimination on the basis of racial, ideological or ethnic origin. These manifestations can be seen in both assimilated and multicultural models. This task of raising awareness must be universal, which requires intercultural education or training for all people as carriers of a cultural heritage in constant construction.

Within the framework of the organisation of the public administration, training is one of the strategies for improvement and further progress, to provide a quality public service addressed to satisfy the needs of citizens. It is one of the most important management tools to create a professional and multicultural body that can offer services to a multicultural society. Investing in quality training is critical to the success of municipal policies of change and modernisation, understanding these policies with the perspective of raising the levels of competence for the provision of quality services.

Municipal workers have shown an excellent capacity to deal with new social composition and demands, but the changing problems of our diverse society require a permanent effort to give an adequate response to them. Social action should contribute to the prevention of discriminatory behaviour, violent and aggressive behaviour, homophobia, violent radicalism, hate behaviour, etc., and to do that, the knowledge and the better understanding of the personalities and singularities of the people who are object of radical conducts and discriminatory practices is essential.

The different persons involved in the process, as well as organisations that are working for conviviality and against radicalisation, must know firstly the phenomenon they are dealing with and the context in which they must act. It is necessary that they have the appropriate tools that allow them to identify if this phenomenon is happening and to gauge whether a given context allows its emergence and which factors affect its greater or lesser virulence.

Educating in diversity is, at the same time, a necessary and strategic task, because it is in the first years of life when our vision of the world is constitutively structured, when that lens that will allow us to see the other as a different person and to be able to recognise us in him or her is formed. Breaking the prejudices that divide our society is a task shared by all, but when the educational community makes it, its contribution achieves an even more substantial and multiplier value. In this sense, it is vitally important to provide tools that facilitate classroom work in the areas of discrimination, xenophobia and racism, reducing the violence of these practices in the educational sphere.

The historical challenge facing us as a society is to continue moving towards effective equality, building citizenship and proposing the legislative, social and cultural changes that allow our inhabitants to exercise their rights fully.

In addition, education is an important tool for the transmission of values. In recent years, great efforts are being made to introduce into the school, and therefore into society, more human values tending to the knowledge and understanding of different cultures as a way of sensitising and propitiating a change of attitudes towards a more fair and equal society.

In order to achieve it, we propose a cross-cutting strategy that can reflect the Plan's commitment with respecting the conviviality (religious, ideological, cultural, social, etc.), the differences, the tolerance and the religious pluralism, promoting respect as a value of the whole organization.

Training seeks ultimately to improve professional actions and interventions through the development of positive and open attitudes to this new cultural, social and religious reality.

For this reason, our specialised training plan is addressed not only to the simple transmission of information related to issues such as religious pluralism, processes of violent radicalisation, factors that influence these processes, scenarios where violent radicalisation occurs, etc., but also to the training and improvement of the professionals from three dimensions:

Cognitive (contents):

With the aim of adapting existing methods and skills to deal more effectively with situations of conflict between different cultures, they receive adequate and up-to-date training to help them face the complexity of racism, xenophobia, visibility of diversity, immigration, working with groups in conflict and special difficulty, foreigners, minorities, etc.

Affective (attitudes):

Promoting attitudes such as tolerance, respect, commitment, equal treatment, sensitisation, flexibility, non-discrimination among others.

Procedures (behaviour):

Providing experiences and contacts that modify affections and behaviours.

We will work through the following strategic lines:

Strategic line 1

To make available to the municipal staff specialised training and appropriate prevention and intervention tools, addressed to detect violent radicalisation problems and their processes.

GOALS	MEASURES
To promote tolerance, respect for cultural and religious differences, solidarity and equality in treatment, avoiding conflicts.	<ol style="list-style-type: none"> 1. Working sessions on hate crimes, aimed at law enforcement agents. 2. Working sessions on hate crimes, aimed at professionals of social action. 3. Intercultural mediation workshops in the social services centers. 4. Development of prevention workshops on islamophobia and other hate crimes, aimed at law enforcement agents.
To promote reflection spaces for the professionals of the municipal social services on the intercultural fact, religion, diversity, etc. and to participate in other spaces organised by other entities.	<ol style="list-style-type: none"> 1. Informative talks in the municipal districts about: <ul style="list-style-type: none"> –Awareness of our attitudes and beliefs. –Knowledge about the cultural differences between the different groups of human diversity. –Skills to work with these diverse groups.
To promote basic knowledge about the main religious beliefs to professionals in order to promote tolerance and conviviality.	<ol style="list-style-type: none"> 1. Intercultural communication workshop. 2. Workshop: Learning from other Religious Confessions. 3. Funeral rites workshop to Parcemasa municipal services.
To train social services staff in the detection and treatment of radicalisation cases.	<ol style="list-style-type: none"> 1. Workshop on identification of radicalisation processes. 2. Workshop: The Role of Women in the Islamic State. 3. Focus group with different municipal services professionals about radicalisation and various related topics.

EVALUATION INDICATORS:

- › Number of training activities carried out over the year on equal treatment and non-discrimination.
- › Number of formative activities carried out over the year on pluralism and religious diversity.
- › Number of training activities carried out over the year on interculturality.
- › Number of training activities carried out over the year on violent radicalisation.
- › Percentage of men and percentage of women who have attended the training activities within the working day.
- › Percentage of men and percentage of women who have attended the training activities outside working hours.
- › Number of discussion tables held.
- › Evaluation report of activities carried out.

Strategic line 2

To make available to the community organizations (asociaciones) of the city a specialised training and the appropriate tools for participation, addressed to promote the advantages of a multicultural society.

GOALS	MEASURES
To promote social reflection and self-criticism of our cultural forms, allowing the improvement of living conditions and the construction of personal identity in an environment that respects cultural diversity.	<ol style="list-style-type: none"> 1. Diverse cultural exhibitions. 2. Workshop: Learning about Diversity. 3. Workshop for the groups: We are different but equal. 4. Workshop: Learning from other Cultures.
To develop joint and participatory strategies to prevent the emergence of violent extremism, to protect communities against recruitment and the threat of violent extremism and to support the adoption of confidence-building measures at the citizenship level.	<ol style="list-style-type: none"> 1. Workshops for the promotion of cultural diversity. 2. Cultural weeks, thematic weeks.
To inform and make the population aware against islamophobia, anti-Semitism, Christianophobia and other hate crimes, through the respect and tolerance towards diversity.	<ol style="list-style-type: none"> 1. Development of participatory talks on prevention, anti-Semitism, Christianophobia, Islamophobia and other hate crimes in the municipal districts and central level for groups in the city. 2. Development of workshops to prevent hate crimes addressed to the community organizations. 3. Workshop on hate crimes.

EVALUATION INDICATORS:

- › Number of training activities carried out over the year on equal treatment and non-discrimination.
- › Number of training activities carried out over the year on pluralism and religious diversity.
- › Number of training activities carried out over the year in the area of interculturality.
- › Number of training activities carried out over the year on violent radicalisation.
- › Percentage of men and percentage of women who have attended training activities.
- › Evaluation report of the activities carried out.

Strategic line 3

To make accessible to the educational community a specialised training in order to transmit a plural, supportive and representative culture to the students, facilitating the socialisation in diverse environments.

GOALS	MEASURES
To promote tolerance, respect for cultural and religious differences, solidarity and equality in treatment, avoiding conflicts.	<ol style="list-style-type: none"> 1. Courses and workshops for primary and secondary education that reinforce the understanding and tolerance, in particular of the different religions, the history of religions, philosophies and ideologies; highlighting the need to teach fundamental values and democratic principles of the EU, such as human rights. <ul style="list-style-type: none"> –The Value of People. –Same and Different. –Portraits of the World. –Building Equality 2. Drawing competition for primary and secondary students on diversity and racism. 3. Stories contest for secondary students on the thematic of diversity and racism.
To involve parents to educate their sons and daughters in democratic and pro-social values.	<ol style="list-style-type: none"> 1. Chats to parents associations of primary and secondary schools.
To train teachers to take an active position against all forms of discrimination and racism by highlighting the role of education.	<ol style="list-style-type: none"> 1. Workshops addressed to teachers on racism and discrimination. 2. Thematic focus groups with teaching staff and school administration.

EVALUATION INDICATORS:

- › Number of training activities carried out over the year on pluralism or religious diversity.
- › Number of training activities carried out over the year on equal treatment and non-discrimination.
- › Number of training activities carried out over the year on interculturality.
- › Number of training activities carried out over the year on violent radicalisation.
- › Percentage of men and percentage of women who have attended the training activities within the working day.
- › Percentage of men and percentage of women who have attended the training activities outside working hours.
- › Total number of hours of training in primary and secondary schools.
- › Total number of hours of training received by teachers in primary and secondary schools.
- › Number of focus group performed.
- › Number of men and number of women that attended the focus groups.
- › Evaluation report of the activities carried out.

AXIS 4

Gender equality and promotion of Muslim women in the social, cultural, health and productive spheres

Politics and particularly religion are the backdrop to the life of women today in the world. Islam constitutes not only a religion but a complete way of life and the different interpretations and adaptations of this doctrine with other influences of social, historical, or political nature, make the Muslim woman enjoy or lack different rights and obligations in each country or community. Today, thanks to the development of communication technologies, many situations of injustice or inequality can be known and denounced in order to try to find solutions through communication and union between people who are fighting for this aim.

The prejudices and stereotyped representations of Muslim women are disseminated by different means: the media, social discourses, political speeches, public speeches, etc., which can create a space conducive to develop discriminatory and violent practices.

It is important to highlight that a number of recent studies have pointed to the growing number of young women who are radicalised and recruited by terrorist organisations. This fact demonstrates their role in violent extremism. Thus, the EU and the member states must develop strategies to prevent radicalisation and de-radicalise taking into account the gender approach.

Since 2012, the number of western women and minors who have joined the self-proclaimed Islamic State has increased. In Spain, some 15.8% of detainees in relation to jihadism are women. The special situation of women in all areas where the Islamic State appears has caused the emergence of a new female jihadist subculture that would grant them more operational functions, overcoming established gender stereotypes. Women are a key element to the consolidation of the Islamic State: they provide emotional support to the fighters, they are the moral and ideological pillar for their children, future men of their society, and they have taken on a growing role as recruiters. Therefore, they play a fundamental role in the consolidation of the relations and the diffusion of the propaganda through the social networks, reason why through women a high degree of interactivity is obtained.

We will work through the following strategic lines:

Strategic line 1

To foster the role of Muslim women in participation.

GOALS	MEASURES
To strengthen the role of women as educational leaders in their community and make them into reference in the prevention against the violent radicalisation of young people and adolescents.	<ol style="list-style-type: none">1. Campaign to raise awareness of the importance of the role of education in women.2. Training workshops on the prevention of violent radicalism for young women.3. Empowerment workshops.4. Round table: Discussing in the Feminine (quarterly).

GOALS	MEASURES
To encourage the active participation of women in political leadership.	<ol style="list-style-type: none"> 1. Detection of the Muslim women collective needs. 2. Meetings with Muslim women. 3. Dissemination of results obtained from the study of the detection of the Muslim women collective needs. 4. Celebration of training and informative talks in the municipal districts about topics of interest in the following areas of work: <ul style="list-style-type: none"> –Health. –Family right. –Social care resources. –Work resources and access to employment. –Women's educational role. –Social and family relationships.
To promote access and participation of women and their sons and daughters to leisure, culture and festivals of the Malaga tradition.	<ol style="list-style-type: none"> 1. Coordination of specific activities for Muslim women with the Area of Equal Opportunities and incorporate their presence in those activities that are underrepresented. 2. Coordination of specific activities for young Muslim women with the Area of Youth and incorporate their presence in those activities where they are underrepresented. 3. Coordination of specific activities for sons and daughters of Muslim women with the Area of Youth and incorporate their presence in those activities where they are underrepresented. 4. Coordination of specific activities for young Muslim women with the Area of Culture and incorporate their presence in those activities where they are underrepresented. 5. Coordination of specific activities for young Muslim women with the Area of Participation and incorporate their presence in those activities where they are underrepresented.
To generate spaces of confidence as a stronghold of empowerment.	<ol style="list-style-type: none"> 1. Campaign for the promotion of partnership among women in the city. 2. Meetings for the counselling and management of Muslim women groups through mentoring systematically.
To strengthen the associative network of Muslim women in order to promote their participation in the design of equality policies and in decision-making in the different spheres of public intervention.	<ol style="list-style-type: none"> 1. Generate meeting spaces for Muslim women through the creation of a specific group of women. 2. Facilitate their interrelation within the group.

EVALUATION INDICATORS:

- › Number of Muslim women attending the women's meetings.
- › Result of the detection of needs of the immigrant women in the city.
- › Number of workshops proposed.
- › Number of workshops held.
- › Number of women attending the workshops.
- › Number of associations of Muslim women constituted in the year.
- › Number of round tables: Female debating held over the year.
- › Number of women and number of men participating in the round tables: Discussing in the Feminine.
- › Number of calls made.
- › Number of steps taken.
- › Evaluation report of activities carried out.

Strategic line 2

To empower women as a moral and ideological referent for their family (private sphere).

GOALS	MEASURES
To empower women as a moral and ideological referent for their family (private sphere).	<ol style="list-style-type: none"> 1. Creation of groups of self-help or therapy, to be valued, taking advantage of the therapeutic advantages that these groups have in the different municipal districts. 2. Workshop on women's emotional self-care. 3. Workshop on personal autonomy: Learning to SAY NO. 4. Workshops on self-esteem for young women. 5. Workshop on personal identity. 6. Workshop on personal growth. 7. Awareness campaign on the role of women as a support for the family. 8. Round table: The New Role of Women in the Current Social Reality.

EVALUATION INDICATORS:

- › Number of self-help groups created in the municipal districts.
- › Number of Muslim women attending the self-help groups meetings.
- › Number of workshops held.
- › Number of women attending the workshops.
- › Number of round tables held.
- › Number of women attending the round tables.
- › Number of men attending the round tables.
- › Number of calls made.
- › Number of steps taken.
- › Evaluation report of the activities carried out.

Strategic line 3

To empower women as a pillar for the good conviviality of society (public sphere).

GOALS	MEASURES
To disseminate a tolerant interpretation of Islam.	1. Holding of round tables given by women of the Muslim community open to the city.
<p>To encourage the participation of Muslim women through the working groups of the Women's Council.</p> <p>To highlight the collective of the Muslim women of the city.</p> <p>To encourage the participation of Muslim women in different activities proposed by other municipal areas.</p>	<ol style="list-style-type: none"> 1. Meetings and coordination with Muslim women to prepare the proposal for their incorporation in the working groups of the Women's Council. 2. Presentation of proposals to the Women's Council. 3. Meeting of the municipal Women's Council with Muslim women organisation. 4. Participation in the working groups of the Women's Council and in the plenary session of the Women's Council. 5. Participation of women in the annual events for the promotion of participation, through their attendance at events proposed by other municipal areas: Week of the cultures, Volunteering Exhibition, etc.

GOALS	MEASURES
To create groups of Muslim women who play the role of Muslim mentors of the city in different fields.	<ol style="list-style-type: none"> 1. Work with groups of Muslim women in the city through regular meetings and encounters. 2. Create awareness among Muslim women about the importance of being Muslim mentors in the City of Malaga.

EVALUATION INDICATORS:

- › Number of round tables held.
- › Number of women attending the round tables.
- › Number of preparatory meetings of the Women's Council plenary session attended by Muslim women.
- › Number of plenary sessions of the Women's Council held.
- › Number of Muslim women participating in the Women's Council.
- › Number of meetings of the working groups of the Women's Council.
- › Number of Muslim women participating in the Council's working groups.
- › Number of events in other municipal areas in which Muslim women participate.
- › Number of Muslim women participating in municipal events organised by the Area of Social Rights.
- › Number of calls made.
- › Number of steps taken.
- › Evaluation report of the activities carried out.

Strategic line 4

Economic empowerment of women (women control their own destiny).

GOALS	MEASURES
To empower the active role of women in the productive field.	<ol style="list-style-type: none"> 1. Training course on promotion of entrepreneurial women. 2. Promotion of micro-enterprises, creation of cooperatives, etc. 3. Workshops on learning the development of activities that generate income and/or reduce domestic expenses. 4. Pre-employment workshops: customer attention, communication skills, etc.

EVALUATION INDICATORS:

- › Number of Muslim women attending the training courses.
- › Number of workshops held.
- › Number of women attending the workshops.
- › Number of cooperatives/micro-enterprises of Muslim women that have been created.
- › Number of steps taken.
- › Number of calls made.
- › Evaluation report of the activities carried out.

AXIS 5 Social and intercultural mediation

The beauty of the rainbow lies in its different colours.

African proverb

Welfare lies in the change.

Arab proverb

The two proverbs are loaded with positive concepts. Are we capable of making sense of them in the society we live in and of putting them into practice with our attitudes and behaviours?

Spain has been a mixture of cultures for a few years, since the nineties. This does not mean that previously there were not people belonging to other cultures, but the number of immigrants has increased considerably, testing the social system and the attitudes towards the other of the Spanish society.

In all societies, certain psychological mechanisms are present and they are activated, in a greater or lesser degree, against the other: racial and cultural prejudices and stereotypes, mechanisms of blaming the other (e.g. scapegoat) attitudes of fear and distrust or ethnocentrism.

We have to fight against all this and we must make an enormous effort, because it is worth it: a peaceful, dignified and solidary life. After all, both locals and people coming from abroad all long for the same things: peace and wellness. It sounds utopian, but we firmly believe that we must fight for utopias.

The challenge for any city is a peaceful and egalitarian conviviality of the diversity that sets up its citizenship.

In a multicultural society such ours, where immigrants are part of the daily life of Spaniards, contributing to their level of well-being (they contribute to the social security system, mainly with jobs in sectors that Spaniards do not cover), it arises the need not only to recognise their diversity and difference, but also to learn to live together.

Multiculturalism reflects a cultural, linguistic and religious diversity in the same society. It raises the recognition of differences based on the principles of equality and right to difference.

It is necessary and urgent to work together in order to keep a peaceful, enriching, pleasant, tolerant and positive conviviality of all. This is the starting point of the interculturality.

The need to act under good practice criteria is becoming more and more important, with the community space being a prominent place in which entities, organisations and local governments can improve their efficiency and, at the same time, optimise their resources. Community action with an intercultural approach cannot be seen as an enclosed intervention, but as a proposal for interaction between the various resources present in the community, citizens of different origins, cultures and ethnicities, their organisations and the government.

Social and intercultural mediation contributes to the prevention, reformulation of conflicts and adaptation of institutions to the reality we are living and to the early resolution of conflicts in contexts of cultural diversity.

The work carried out by social and intercultural mediators does not occur in isolation, but in a complementary way to the work of other professionals in the field of social rights.

In fact, we could say its reason of being lies, on the one hand, in occupying the gaps that remain empty between the limits of other activities and, on the other, in serving as support for them, or even to serve as point of connection between them in contexts where cultural diversity is relevant.

The mediator is one more element of the multidisciplinary team that serves as support in the actions of the rest of the team and he or she helps to create the adequate space for the encounter between the professional and the user and between the social partners.

Mediation is not limited to mediate in specific sessions, but seeks to achieve a broader goal of intercultural conviviality. This is why we can talk about two levels of mediation:

- In a broad sense, the mediating action focuses on the knowledge of reality, the identification of problems and the adequacy of resources.
- In the strict sense, the interpersonal mediation where there are clearly identified parts through particular individuals (individuals or representatives of institutions or other entities).

Through this axis, we will promote intercultural conviviality, working in the construction of a society where cultural diversity does not necessarily imply an insuperable conflict, but new forms of social relationship built on the management and reformulation of conflict and wealth that the pluricultural contexts entail. Therefore, to work for this conviviality means to work for social cohesion and for the integration of all individuals and groups on an equal footing.

Conviviality is built among all and requires the acquisition of learning elements. The professionals involved should promote spaces where the population can meet, interact and dialogue.

The contribution of these professionals is focused on the dimension of the management of cases. In order to fulfil the goal of facilitating this access, we must work together in an interdisciplinary way with the professionals of the social services and other areas of intervention (education, associative, health, etc.) coordinating with them, exchanging information, sharing interviews with users, referring cases mutually, monitoring, making home visits, sometimes also shared visits.

Therefore, this professional support consists generally in guiding these other professionals of the social services when they are working with immigrant population, to provide them with the necessary cultural keys, to tackle each case or to work in a coordinated way for bringing it to a successful conclusion.

We will work through the following strategic lines:

Strategic line 1

To prevent the emergence of a breeding ground for encouraging radicalisation processes.

GOALS	MEASURES
To encourage the social inclusion of the foreign residents in the citizenship.	<ol style="list-style-type: none"> 1. Creation of a space for meeting and dialogue aimed at all sectors of the population, both individually and collectively. 2. Provision of advice and help to manage the daily issues of the citizens. 3. Provision of information on municipal resources. 4. Support for the different professionals and institutions in the search of answers to the problems that are presented in contexts of cultural diversity, either by the barriers of the language or by the existence of significant cultural codes.
To establish a communication channel with OMAC (Municipal Office for Citizen Support) to know users' cases related to the radicalisation process.	<ol style="list-style-type: none"> 1. Direct attention to users through information, labour orientation and assesment.

EVALUATION INDICATORS:

- › Total number of cases treated.
- › Total number of actions taken.
- › Total number of home visits made.
- › Number of visits made to social services.
- › Number of visits made to municipal districts.
- › Number of visits made to NGOs, entities.
- › Total number of cases derived to other municipal services, and other institutions.
- › Number of beneficiaries of the service.
- › Number of calls made to different institutions, entities, areas, municipal companies, health centers.
- › Number of coordination meetings held with areas and social services.
- › Number of cases of radicalised people.
- › Number of women in a radicalisation process.
- › Number of men in a radicalisation process.
- › Evaluation report of the activities carried out.

Strategic line 2

Detection of possible radicalisation cases during the daily work.

GOALS	MEASURES
<p>Early identification of possible cases of people in a radicalisation process.</p> <p>Early identification of possible cases of people already radicalised.</p>	<ol style="list-style-type: none"> Promotion of communication, rapprochement, mutual understanding, dialogue and encounter and the overcoming of prejudices. Support, if necessary, of the access of citizens to public and private resources, promoting a degree of autonomy in the exercise of rights and obligations.

EVALUATION INDICATORS:

- › Total number of cases treated.
- › Total number of actions taken.
- › Total number of home visits made.
- › Number of visits made to social services.
- › Number of visits made to municipal districts.
- › Number of visits made to NGOs, entities.
- › Total number of cases derived from other municipal services and other institutions.
- › Number of beneficiaries of the service.
- › Number of calls made to different institutions, entities, areas, municipal companies, health centers.
- › Number of coordination meetings held with areas and social services.
- › Number of cases of radicalised people.
- › Number of people in a radicalisation process.
- › Evaluation report of the activities carried out.

Strategic line 3

Intervention in detected cases.

GOALS	MEASURES
<p>To resolve conflicts and, therefore, promote the agreement and overcoming of disagreements.</p>	<ol style="list-style-type: none"> Creation of an intervention space that will deal with: <ul style="list-style-type: none"> –Early intervention in vulnerable families. –The referral of cases to the competent official body. –Case monitoring. –Facilitation. Treatment of cases. Intervention in mediation. Conflict resolution workshops. Workshop on emotional management and personal identity.

EVALUATION INDICATORS:

- › Total number of cases treated.
- › Total number of actions taken.
- › Total number of home visits made.
- › Number of visits made to social services.
- › Number of visits made to municipal districts.
- › Total number of cases derived from other municipal services and other institutions.
- › Number of calls made to different institutions, entities, areas, municipal companies, health centers.
- › Number of coordination meetings held with areas and social services.
- › Number of cases of radicalised people.
- › Number of people in a radicalisation process.
- › Evaluation report of the activities carried out.

Spain is a country of diversity and religious plurality, regulated by the Organic Law on Religious Freedom of 1980, where a variety of religious confessions (Jewish, Muslim, Evangelical) coexist with the Catholic Church, still the religion with more believers. The massive influx of foreigners and the various agreements signed with the Holy See allow us to understand the steps in non-discrimination for religious beliefs and the government's new proposal to reform the Religious Freedom Law. This new law will establish guarantees for freedom of conscience and will incorporate the agreements currently in force between the Spanish government and other religious confessions, in addition to the jurisprudence of the Constitutional Court of recent years.

The article 1, paragraph 3, of the Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief, proclaimed by the General Assembly of the United Nations, establishes: 'Freedom to manifest one's religion or beliefs may be subject only to such limitations as are prescribed by law and are necessary to protect public safety, order, health or morals or the fundamental rights and freedoms of others.' Furthermore, article 18 of the Universal Declaration of Human Rights states: 'Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.'

The increase of religious diversity is one of the most evident changes of our society in recent years. People must learn to live together in this diversity. This implies respecting the beliefs of other people and assuming that together we must define a conviviality project. In order to live together, we must know the religions of others.

Religious entities and leaders play an essential role in preventing radicalisation. Schools of religion have great authority and influence in the conception of life for their students. As representatives of governments we have the responsibility to ensure that all schools of religion teach in tolerance and respect for each other and they take the necessary legal and judicial measures against those who violate it.

In the last decades, an increase of the religious plurality in our city has been observed. This fact has supposed a series of challenges for the society of Malaga and the public administration. This growing diversity has been accentuated by two phenomena experienced in recent years: on the one hand, the secularisation of society and, on the other, the immigration. Both, to a greater or lesser extent, have contributed to making that diversity more visible.

The management of religious plurality in our City Council focuses on the following aspects:

- Exercise of rights and respect for democratic values.
- Urban management and use of public space for celebrations that sometimes have high participation.

- Regularisation of religious practice, respecting other confessions and the norms of citizen conviviality and public order.
- Promoting conviviality through regularisation of common spaces.

In a world where the diversity of beliefs grows and becomes more visible, the need to explore ways of communication between different religious traditions may arise. Only from communication and trust we will be able to materialise the understanding, respect and harmony between religious communities, both locally and globally. In a world that desires and seeks peace, justice and sustainability, beliefs and convictions can provide much in terms of inspiring creative responses and mobilising wills. Religious traditions and non-religious beliefs share values that are essential to strengthen and put into practice through dialogue and cooperation.

On the other hand, interculturality does not only belong to a specific community, but to society as a whole and people committed to a model of relationships in which the rights and duties of citizenship are ensured and in which people can have the ability to enjoy multiple identities.

In this perspective of social cohesion, the component of ethnic and cultural diversity becomes more relevant and the capacity to manage diversity and promote conviviality will be a value for our society. For this reason, the intervention in contexts of cultural and social diversity has to be a model of action and a sign of identity in the context of social action organisations.

At the same time, it is necessary to engage in an intercultural dialogue with the different leaders, experts and communities to contribute to a better understanding of radicalisation and its prevention; emphasising the responsibility and the important role played by all religious communities in the fight against extremist ideologies that incite hatred, resulting in different manifestations of violence.

We will work through the following strategic lines:

Strategic line 1

To develop and implement a strategy to promote understanding and participatory dialogue between the cultures and religions of our city.

GOALS	MEASURES
To encourage the participation of religious leaders to create a platform for intra- and inter-faith dialogue and debate by promoting tolerance and understanding among communities and expressing their rejection of violent doctrines by highlighting the pacifist and humanitarian values inherent in their theologies.	<ol style="list-style-type: none"> 1. Creation of a space of trust with the speakers of the religious confessions existing in the city of Malaga. 2. Implementation of the religious freedom round tables. 3. Quarterly meetings of the Three Cultures with the presence of the leaders of the main religious confessions of the city of Malaga. 4. Assistance, participation and collaboration in the various events of the different cultures and religious denominations existing in the city. 5. Regular meetings with the different leaders of the religious confessions existing in the city. 6. Advice and support to the different religious confessions by the team of the Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation, when required.
Management of the religious diversity of the city of Malaga.	<ol style="list-style-type: none"> 1. Advice and help to manage the daily issues of religious communities. 2. Provision of training and information on the various religious beliefs to the citizens, through the municipal web site on an ongoing basis. 3. Highlight the most important events of the main religious confessions of the city in the municipal web site. 4. Inform about the spaces and services offered by the different religious confessions of the city, as well as the use of them. 5. Establish and keep in touch with key figures of the Islamic community to strengthen together resistance to radical tendencies. 6. Creation of a network of religious leaders in favour of peace in areas of Malaga where it is more urgent to act. 7. Regular meetings and coordination with the Muslim community. 8. Establishment of collaboration agreements between the Malaga City Council and the different religious confessions.
To promote the participation of religious confessions in the management of public life and the social work of the City Council.	<ol style="list-style-type: none"> 1. Access to public call for grants. 2. Counselling services on access to public call for grants.

EVALUATION INDICATORS:

- › Number of religious freedom round table held.
- › Number of participants in religious freedom round table held.
- › Number of meetings of the Three Cultures celebrated.
- › Number of participants in the meetings of the Three Cultures celebrated.
- › Number of events attended by the team.
- › Number of meetings held with the religious leaders of Malaga.
- › Number of counselling services to religious confessions provided by the team.
- › Number of actions undertaken.
- › Evaluation report of the activities carried out.

Strategic line 2

To work on an active participation of social and religious entities in the existing sectorial councils of the city, as well as in other participatory contexts.

GOALS	MEASURES
To encourage the participation and association of social and religious entities of the city.	<ol style="list-style-type: none"> 1. Celebration of sectorial councils on a regular basis including the participation of religious entities. 2. Creation of a specific working group on religious confessions in the Social Rights Sectorial Council. 3. Preparation of motions of the religious confessions and presentation to the plenary. 4. Meetings and participation in various cultural and religious events.

EVALUATION INDICATORS:

- › Number of sectorial councils held.
- › Number of meetings with religious entities in which the team participates.
- › Number of motions of the religious confessions elaborated and debated in the Sectorial Council.
- › Number of political proposals elevated to the plenary session.
- › Number of cultural, recreational and/or religious events in which the team participates.
- › Number of women and number of men participating in the events.
- › Evaluation report of the activities carried out.

Strategic line 3

Creation and strengthening of spaces of participatory dialogue promoting new positive relations between the citizenship through the religious conviviality.

GOALS	MEASURES
To promote mutual understanding among existing religious communities in our city, establishing fluid channels of communication and working so that all visions of life, religious and non-religious, are recognised and respected.	<ol style="list-style-type: none"> 1. Hold the Forum of Religious Pluralism in our city. 2. Regular meetings of the conviviality boards. 3. Create thematic focus groups. 4. Organisation, together with religious institutions and entities, of a series of conferences on the different religions. 5. Organisation of visits to places of worship. 6. Attendance to religious events and festivities of the various religious communities.
To treat or serve in an individualised or group way and with a specific treatment the facts that attack the religious celebrations and/or practices, with special interest on those that can suppose a crime of hate or discriminatory treatment.	<ol style="list-style-type: none"> 1. Help diverse religious institutions in the management of diversity through information and advice, offering the support of the team through the Office for the Promotion of Conviviality and Religious Pluralism.

GOALS	MEASURES
To promote attitudes of respect, appreciation and acceptance of immigrants and their cultural contributions.	<ol style="list-style-type: none"> 1. Workshops related to the theme of the values of other cultures and respect for cultural differences. 2. Cultural meetings.
To improve citizen conviviality through fostering in society attitudes that facilitate the reception and social integration of new citizens.	<ol style="list-style-type: none"> 1. Celebration of commemorative events related to hate crimes. 2. Awareness campaigns aimed at preventing hate crimes and Islamophobia.
To encourage and promote collaboration with the community organisations in order to join efforts.	<ol style="list-style-type: none"> 1. Creation and work of a development grouping with the entities of the sector. 2. Increase of the given support to groups of special vulnerability within the sector.

EVALUATION INDICATORS:

- › Number of conviviality boards held.
- › Number of men and number of women participating in the conviviality boards.
- › Number of talks given in the municipal districts.
- › Number of men and number of women participating in talks given in the municipal districts.
- › Number of thematic focus groups with religious collectives and entities.
- › Number of conferences held.
- › Number of men and number of women participating in the conferences.
- › Number of schools participating in the workshops on hate crimes.
- › Number of students participating in the workshops on hate crimes.
- › Number of workshops on Islamophobia carried out.
- › Number of men and number of women participating in conferences on hate crimes.
- › Number of men and number of women participating in workshops on Islamophobia.
- › Number of men and number of women participating in discussion panels on the state of the diversity in Malaga.
- › Evaluation report of the activities carried out.

AXIS 7

Education and development of attitudes and skills in children and youths

Childhood and adolescence are essential stages in the evolutionary process of the person, both in the configuration of his or her personality and in the process of his or her social integration. They are stages of enormous transcendence in which the basic levels of education are acquired, where personal identity is constructed, in which healthy patterns of behaviour and social and relational skills can be established for their relationship with the environment, which contribute to the formation of autonomous, responsible and socially integrated adult people, in a process that gathers in each person the influence of the family, school, peer group, the media and, ultimately, the community in which they live and develop life.

Assistance to children and adolescents, their protection and social promotion, are a duty and a commitment of all governments. But it is the municipal councils, because of their immediate relationship with the population, that, within their competences, must guarantee with greater intensity the effectiveness of their well-being, offering opportunities for

progress, articulating those actions that prevent situations of marginalisation and promoting the conditions for the fulfilment of their rights, as a way of procuring the own benefit of children and society in general.

Spain faces the terrorist threat of various terrorist groups that mix, manipulate and exploit the principles of certain ideological, political or religious trends to justify the use of violence to achieve their goals.

All terrorist groups that pose a threat to Spain seek to radicalise and recruit people for their cause. The number of people prepared to support this violent extremism is still small, but it has increased significantly among young people.

Now we have more information on the factors that encourage people to support terrorism and to carry out terrorist actions. It is important to understand these factors if we want to prevent radicalisation and minimise the risks to our national security.

The support of terrorism is associated with the rejection of a multi-confessional, ideologically diverse, cohesive and integrated society and a parliamentary democracy. Therefore, it will depend on the feeling of belonging to this country and the support for our principles and values to face the radicalism.

Terrorist groups can appropriate and exploit ideas that have been developed and sometimes popularised by extremist organisations that operate legally in our country. This has significant implications in the scope of our prevention strategy. Much evidence has shown that some (although not all) of those who have been radicalised in Spain had previously participated in extremist organisations.

A priori, anyone can fall into a process of radicalisation in Spain. However, within our society it is demonstrated that young people represent the most vulnerable group because of their potential for greater receptivity to radical messages.

When we analyse the role of young people in the processes of radicalisation, we tend to refer to them as a problem (perpetrators, terrorists) or as an intrinsically vulnerable group (they are victims). It is necessary to analyse the factors that push some of these young people towards this type of ideologies, but always taking into account that without knowing their roots, it will be difficult to face them. The situations of risk and vulnerability on which it is necessary to intervene arise during adolescence. It is necessary to develop a preventive perspective and support in order to reduce or eliminate the intensity of the processes of social exclusion in the adult-juvenile stage. The influence exerted by external factors, such as the family, the school, the peer group, the socio-economic level or the reference culture of their group of members, and by an innumerable relation of aspects to their own physical or biological evolution must be taken into account at this stage. All these elements exert their influence in the different moments of the life of a person and their significance is determined by the individual's own personal evolutionary process and by the abilities or skills that he or she has been able to acquire or develop for their assimilation, integration or confrontation. Knowing these factors is the first approach to be able to clearly establish the aspects that require greater attention to guarantee the coverage of their needs, ensure respect for their rights, adopt measures more appropriate for their promotion and social integration and prevent the occurrence of problems that hinder their adequate development,

either by factors of their immediate environment (mistreatment of peers, school violence, family problems, etc.) or as a consequence of other more diffused factors (media, migratory movement, new technologies, etc.) that transcend the evolutionary fact, but on which they exert a big influence.

The vulnerability of some social groups, their socio-economic situation, their level of education or their marginalised status are factors that can influence the feelings of alienation and exclusion, making these groups a fertile field for the emergence of hatred, rancour and radicalisation. The high unemployment rates, especially the youth unemployment, undoubtedly contribute to this phenomenon.

The complexity of the radicalisation processes described requires a multifaceted response. Youth and education are two closely related areas of action. Young people can and should play a relevant role in our societies. We must highlight their added value and encourage the full social integration of those who emigrate. Sadly, experience has shown that education is simply a necessary condition, but not always enough to prevent adherence to extremist and violent ideologies. Therefore, it is necessary to emphasise the importance of intercultural and interreligious education. We must promote education based on universal values, respect for diversity and respect for human rights.

Sport can also be a useful tool for promoting peace and development. Sport activities with young people from different countries, cultures or beliefs, and the participation of athletes and more famous sports teams in campaigns aimed at young people in favour of tolerance could be very effective tools.

More and more young people must act as leaders of their communities in building peace, reconciliation and post-conflict reconstruction.

The media play a key role in sensitising society, especially young people. We should encourage an alliance of as many media as possible in the fight against violent extremism. The media literacy of young people will form self-critical and peaceful visions.

Religious entities and leaders play an essential role in preventing radicalisation. Schools of religion have great authority and influence in the conception of life of their students. We have a responsibility to ensure that all schools of religion teach in tolerance and respect for each other and to take the necessary legal and judicial measures against those who violate those basic principles and values.

Young women can also play a crucial role through their participation in any strategy to combat violent extremism and in peace processes. The empowerment of women reduces the likelihood of violent extremism expanding in a given place.

The main source of youth recruitment by radical groups is through the Internet. We have a lot of examples of good practices to counteract its propaganda and examples of tolerant and understanding messages to other cultures.

Through this axis, we act with subjects who have a socially problematic personal situation, who wish and can coexist with others and, in this way, develop and deploy their own identity as people.

Related to the focus of actions, it is set and lies in the dynamisation of social living conditions and especially in the educational sphere, since it focuses on people with problems of social deprivation and exclusion, especially those who are in difficulty and social conflict. Education plays an essential role in the unfinished task of training. For this reason, we can add to this goal the objectives of raising awareness of their own identity and personal dignity, providing each one the opportunity to develop and increase their own quality of life.

An alternative to the current situation is to put emphasis on people, on the group as a space for dialogue and cooperation, on the creative capacity of each human being. This new vision of intervention can help to find and build coherent alternatives for a personal and social development that is fair, supportive and respectful of human dignity, which assumes diversity and elevates self-esteem to subjects and groups until they become the protagonists of their own life.

Special mention deserves the figure of the young people formerly in institutional care. We refer to those young people who have lived under the tutelage of the public administration until they reach the age majority. But before going deeper into this, it is essential to make a brief introduction to some factors and magnitudes that still have a more complex and severe impact in the case of young people formerly in institutional care.

The experiences of young people formerly in institutional care are generating emotional distress for them. They have lived many breaks in their life, which causes them lack of confidence in themselves. The action of educators should be aimed at the young people feeling them close while promoting their autonomy. Young people must perceive that they are important for someone. Sometimes they force intervention from the conflict and, others, from apathy manifesting rejection to intervention.

The itineraries of young people are not linear and have progress and setbacks. In times of retreat educational intervention is necessary to support them. In their process, they have to be able to live positive experiences, to discover life styles different of those they have seen or to expand their social network.

We will work through the following strategic lines:

Strategic line 1

To prevent, promote and support the most vulnerable young people and minors.

GOALS	MEASURES
To improve the living conditions of the young people, as well as their closest family environment, also developing alternatives for access to decent housing.	<ol style="list-style-type: none"> 1. Direct action with minors and their families, as well as monitoring and evaluation of each case. 2. Workshops: <ul style="list-style-type: none"> –Self-esteem. –Appropriate management of emotions. –Pulse control. –Personal identity. To be developed for young people in municipal districts. 3. Coordination with the Municipal Department of Housing and the Ministry of Housing and Regional Planning of the Andalusian government.
To coordinate measures to prevent conflict situations in youth and minor population.	<ol style="list-style-type: none"> 1. Campaign to promote the incorporation of young people to the associative movement of the city. 2. Campaign: Sport Without Conflicts. 3. Meetings with the Area of Youth and Sports. 4. Collaboration agreements with different municipal areas to promote the access of young people to: training offer, courses, etc.
To have access to the information of the young people formerly in care, facilitating the orientation and the adequate information on existing social resources.	<ol style="list-style-type: none"> 1. Awareness and information campaigns. 2. Round table on the situation of young people in the city of Malaga. 3. Activities through the Office for the Promotion of Conviviality and Religious Pluralism.
To foster integration and socio-occupational access for young people to the labour market.	<ol style="list-style-type: none"> 1. Workshop on job-search techniques. 2. Campaign and awareness days. 3. Workshop on labour counselling.

EVALUATION INDICATORS:

- › Number of calls made to areas, companies and municipal organisms.
- › Number of visits made to areas, companies and municipal organisms.
- › Number of coordination meetings held with areas, companies and municipal organisms.
- › Number of agreements made with other areas, companies and municipal organisms.
- › Number of activities, courses and training offer of other municipal areas in which young people participate.
- › Evaluation report of the activities carried out.

Strategic line 2

To foster society attitudes that promote the reception and social integration of young immigrant population.

GOALS	MEASURES
To encourage the participation and association of young people in recreational sports activities, as well as in the municipal offer of leisure, culture and traditional festivities in the city.	<ol style="list-style-type: none"> 1. Awareness campaign to eradicate and prevent racism and xenophobia in the population. 2. Commemoration of the International Day for the Elimination of Racial Discrimination. 3. Institutional coordination in citizen security matters and prevention of conflict situations. 4. Facilitate the access of children and young people to the municipal activities of leisure, culture, sport, etc. through a participation quota. 5. Pre-arranged visits to the historical-artistic heritage of the city. 6. Participation in the Small Football World Cup Without Borders. 7. Visit and participation in cultural events of the city. 8. Meetings and participation in various cultural and religious events. 9. Drawing contest for primary school students on racism. 10. Workshop for primary school students on racial diversity.

EVALUATION INDICATORS:

- › Number of calls made to areas, companies and municipal organisms.
- › Number of visits made to areas, companies and municipal organisms.
- › Number of coordination meetings held with areas, companies and municipal organisms.
- › Number of agreements signed with other areas, companies and municipal organisms.
- › Number of activities, courses and training offer of other municipal areas in which young people participate.
- › Number of young men and number of young women attending the activities.
- › Evaluation report of the activities carried out.

AXIS 8 Strategic communication: Internet and social networking

The Internet is the key channel for the recruitment of young people and adolescents who, faced with the avalanche of information that they can access today, are not able to distinguish fiction and reality. Violent extremist groups exploit this situation and use it as a central element to gain adherents to their cause. They also use the strategy of fear based on conspiracy theories against the West.

The Internet creates specific challenges in the light of its global and cross-border nature, giving rise to legal gaps and jurisdictional conflicts and allowing recruiters and radicalised people to communicate at a distance and with ease from anywhere in the world without physical borders, without the need to establish a base or to seek refuge in a particular country.

In addition, the Internet and social networks are important platforms for feeding radicalisation and fundamentalism, as they allow the massive and rapid dissemination of hate speeches and terrorism advocacy messages.

The manipulative messages of violent extremists in social media have been quite effective in attracting people into their ranks, especially young women and men. While violent extremists have shown some sophistication in the use of old and new mass media, people who reject this message have largely failed to offer disillusioned and disgruntled people a vision of the future that captures their imagination and gives them the prospect of tangible change. Thousands of young activists and artists are struggling online against violent extremism through music, art, filmmaking, comics and humour, and they deserve our support.

In order to achieve these goals, this strategic aim is subdivided into the following strategic lines:

Strategic line 1

To educate and train users of the Internet in responsibility, criticism and rule of law.

GOALS	MEASURES
To promote a proper use of the networks.	<ol style="list-style-type: none"> 1. Formative talks in secondary schools about the correct uses of the Internet. 2. Programs that promote education on media and the Internet. 3. Creation of a space on the proper use of the network in the web site of the City Council. 4. Support to associations and NGOs in campaigns of promotion and awareness on the right uses of the Internet.
To protect and create awareness among users about hazards and recruitment strategies used by extremist to recruit new followers.	<ol style="list-style-type: none"> 1. Formative talks in schools of primary and secondary education given by the Office for the Promotion of Conviviality and Religious Pluralism. 2. Creation and signing of an internal protocol of collaboration between the Area of Social Rights and the Local Police to derive possible cases of hate crimes. 3. Formative talks in techniques of emotional resilience to deal with strategies of recruitment through the Internet and social networks for minors.

EVALUATION INDICATORS

- › Number of talks in each education center.
- › Number of people trained.
- › Derivation protocol between the Malaga City Council and the Local Police.
- › Space created on the Internet (web site of the Malaga City Council, Twitter, Facebook).
- › Number of marketing campaigns.
- › Number of visits to the web site that hosts the awareness campaign.
- › Number of inquiries and complaints made to the web site.
- › Total number of attended users.
- › Percentage of satisfied users.
- › Percentage of hours dedicated to awareness raising and social reporting.
- › Number of visits to the web site.
- › Number of annual updates of the web site.
- › Number of appearances in the media.
- › Number of attendees to events organized by the NGOs.
- › Number of participations in external events: congresses, conferences, etc.
- › Evaluation report of the activities carried out.

Strategic line 2

To develop a consensual media and communication strategy that seeks standardization and inclusion.

GOALS	MEASURES
To defend and promote universal values and human rights among the users of the Internet.	<ol style="list-style-type: none"> 1. Provision of support for the implementation of training programs to mobilise, train and create networks of young activists to defend human rights online. 2. Programs to raise the awareness of young people about hate speeches on the Internet and the risks they entail. 3. Development of a non-emotive lexicon to deal with these questions, not linking Islam with terrorism.
To agree and coordinate a common way of dealing with news related to radicalisation with the local media having a web presence in the Internet.	<ol style="list-style-type: none"> 1. Forums and meetings with media professionals. 2. Training and awareness of media professionals and representatives and spokespersons of the various departments of the City Council and districts.
To obtain the maximum support, consensus and participation of civil society and the media in the formulation of a common media and communication strategy in Malaga that will successfully promote inclusion and integration.	<ol style="list-style-type: none"> 1. Calls for proposals. 2. Meetings and forums with civil society, the media, political parties, heads of departments of local administrations. 3. Signing of agreements, manifestos and declarations of protocols of joint action in communication. 4. Creation of a catalogue of style and/or treatment of the information related to this subject.

EVALUATION INDICATORS:

- › Number of networks of young human rights activists created.
- › Number of members.
- › Number of completed consultations.
- › Number of actions.
- › Number of forums.
- › Number of meetings.
- › Number of media involved.
- › Number of awareness programs.
- › Number of young men and number of young women sensitised.
- › Number of projects proposals presented.
- › Number of citizens, associations and NGOs presenting projects.
- › Number of men and number of women attending the meetings and forums.
- › Number of alliances and partnerships established.
- › Annual number of meetings with alliances.
- › Annual number of meetings with the third sector.
- › Number of agreements with companies or other organizations.
- › Catalogue of good practices.
- › Evaluation report of the activities carried out.

AXIS 9 Research and analysis

The strategy for conviviality and the prevention of radicalisation is incomplete if no mechanisms are foreseen to update the knowledge of the different themes of the strategic axes of the Plan that implements it.

It is necessary to study and analyse the evolution of the problems and phenomena that are being addressed in the other axes, the emergence of new problems and the impact that different implemented actions are having. In this way, it will be possible to update the contents of the trainings and awareness campaigns and in general to adapt of the measures adopted to increase its efficiency and effectiveness.

On the other hand, this axis aims to put in value the knowledge acquired by the Malaga City Council thanks to its participation or membership in international associations and forums such as Strong Cities or the European Forum on Urban Safety (EFUS). The comparative study of other models of prevention of radicalisation and the analysis of their results are also crucial for the ongoing improvement of the model developed by the municipality of Malaga and they are essential ingredients for the success of the Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga.

To achieve these goals, this strategic axis is subdivided into the following strategic lines:

Strategic line 1

Ongoing study and monitoring of the groups at greatest risk of radicalisation: minors under administrative care and young people formerly under administrative care, women and families.

GOALS	MEASURES
<p>To identify strengths and weaknesses of vulnerable groups to formulate prevention measures.</p> <p>To adapt and improve the contents of the training and awareness campaigns addressed to these groups.</p> <p>To formulate proposals to update and improve counter-narrative strategies.</p> <p>To update and improve the measures of radicalisation treatment.</p> <p>To visibilise and transfer knowledge.</p>	<ol style="list-style-type: none"> 1. Studies, surveys. 2. Meetings. 3. Analysis of possible cases. 4. Round tables. 5. Statistical analysis. 6. Workshops, seminars. 7. Visits. 8. Articles, publications. 9. Presentations.

EVALUATION INDICATORS:

- › Number of people participating in the activities.
- › Number of meetings made.
- › Number of publications and reports.
- › Number of research projects in which we are involved.
- › Number of papers or conferences.
- › Number of agreements with universities, associations, NGOs and civil society.
- › Evaluation report of the activities carried out.

Strategic line 2

Study about religious practice of the population of Malaga, their needs and demands, and the relationships or perceptions between different religious confessions.

GOALS	MEASURES
To identify the needs and demands of religious confessions, as well as the issues that prevent them to practice their religion.	<ol style="list-style-type: none"> 1. Perform needs assessments. 2. Surveys to the citizens on religious themes. 3. Meetings with the religious confessions leaders. 4. Statistical analysis. 5. Celebration of various workshops and seminars on religious themes. 6. Mapping. 7. Regular bibliographic reviews.
To identify and update the profiles of the different religious confessions resident in Malaga.	<ol style="list-style-type: none"> 1. Elaboration of reports. Design of profiles. 2. Making of catalogues. 3. Preparation of papers.
<p>To create, in collaboration with the Observatory of Social Inclusion, a migration profile for the city of Malaga that allows the design of strategies to fight against radicalisation.</p> <p>To identify conflicting points and points of agreement between different communities.</p> <p>To formulate proposals for the improvement of conviviality and social cohesion among the different communities residing in Malaga.</p> <p>To contribute to update and improve a counter-narrative strategy.</p> <p>To visibilise and transfer knowledge.</p>	<ol style="list-style-type: none"> 1. Involve the Observatory of Social Inclusion in the design of the profile. Carry out the joint work. 2. Regular bibliographic reviews.

EVALUATION INDICATORS:

- › Number of participants.
- › Number of surveys carried out.
- › Number of reports submitted.
- › Number of proposals.
- › Migration profile document.
- › Profile of each religious confession in Malaga.
- › Catalogue and map of hotspots in the municipality of Malaga.
- › Catalogue of good practices, consensus and agreements between different religious confessions or ethno-cultural communities.
- › Evaluation report of the activities carried out.

Strategic line 3

Study of strategies and methodologies for recruitment of radical groups and the evolution of the profile of the radicalised person.

GOALS	MEASURES
To update the profile of recruiters and people to be recruited.	<ol style="list-style-type: none"> 1. Conducting studies, surveys. 2. Analysis of documented cases of recruitment of detainees convicted of terrorism or related offenses (hate crimes, etc.).
To update training materials and ongoing training on identification of radicalisation processes.	<ol style="list-style-type: none"> 1. Meetings. 2. Round tables. 3. Statistical analysis.
To formulate new proposals for prevention measures, for contra-narrative strategy and for the treatment of radicalisation.	<ol style="list-style-type: none"> 1. Workshops, seminars. 2. Catalogues. 3. Reports. 4. Studies. 5. Regular bibliographic reviews.

EVALUATION INDICATORS:

- › Number of proposals.
- › Number of prevention measures reports.
- › Number of reports on profile of recruiters and people to be recruited.
- › Number of reports on strategy and methodology used by radicals.
- › Number of reports on treatment measures of radicalisation.
- › Number of studies presented.
- › Number of workshops and seminars.
- › Evaluation report of the activities carried out.

Strategic line 4

Comparative study of other models of prevention of radicalisation at the municipal level.

GOALS	MEASURES
To identify other municipalities with a similar profile in order to propose some type of collaboration with the Malaga City Council in the prevention against radicalisation.	<ol style="list-style-type: none"> 1. Invitation to conferences. 2. Meetings <i>vis-à-vis</i>. 3. Searches on the Internet. 4. Benchmarking.
To get to know the profiles and problems associated with the processes of radicalisation in municipalities of other countries to identify best practices applicable to the case of Malaga.	<ol style="list-style-type: none"> 1. Studies, surveys. 2. Meetings. 3. Round tables. 4. Statistical analysis. 5. Workshops, seminars.
To identify synergies between strategies and prevention models against the radicalisation of other municipalities in other countries and Malaga.	<ol style="list-style-type: none"> 6. Exchanges of good practices in international forums such as Strong Cities, Radicalisation Awareness Network (RAN), EFUS, etc.
To update tools to identify processes of radicalisation.	<ol style="list-style-type: none"> 1. Analysis. 2. Workshops. 3. Meetings.
To formulate prevention measures.	<ol style="list-style-type: none"> 1. Studies and publications.
To contribute to the formulation of a strategy for contra-narrative.	<ol style="list-style-type: none"> 1. Exchanges of good practices in international forums such as Strong Cities or RAN EU. 2. Meetings with religious leaders.
To improve the proposed measures for the treatment of radicalisation.	<ol style="list-style-type: none"> 1. Meetings with religious leaders. 2. Meetings and studies.

EVALUATION INDICATORS:

- › Number of conferences, meetings, seminars, etc., organized.
- › Number of men and number of women attending the seminars, meetings, workshops, round tables, etc.
- › Number of municipalities studied.
- › Number of collaboration and cooperation agreements with other municipalities.
- › Report of synergies with other strategies and prevention models.
- › Number of proposals for new measures to prevent radicalisation.
- › Number of updates of the identification instruments for radicalisation processes.
- › Number of forums in which we have participated.
- › Number of presentations, papers, etc., submitted to such forums.
- › Number of meetings with religious leaders.
- › Evaluation report of the activities carried out.

3

Strategies of implementation and monitoring of the Plan

The element that articulates and develops the Plan is the Office for the Promotion of Conviviality and Religious Pluralism.

It is an tool that centralises a daily, regular and in-detail monitoring and the implementation of each of the axes, that has access to the data or information generated, that participates in some implemented actions, that analyses the actions carried out to get a global vision with which to focus the formulation of new proposals to improve the strategy and local plan.

3.1 Office for the Promotion of Conviviality and Religious Pluralism

3.1.1 General aspects, goals and tasks

The idea of creating the Office for the Promotion of Conviviality and Religious Pluralism arises from the challenge of responding to ever greater needs to articulate, coordinate and implement the activities derived from the axes of the First Cross-cutting Plan for the Conviviality and Prevention of Violent Radicalisation in the City of Malaga.

Therefore, the idea is to offer a specialised attention to address the problem of violent radicalisation and work for conviviality, towards citizenship.

In order to promote the implementation of the activities planned in the different strategic axes of the Plan, it is necessary to have a specific body in charge of monitoring the activities, the implementation of some activities whose initiative can only come from the City Council and, above all, of coordinating all participants involved in the implementation of the activities to ensure the effectiveness and efficiency of the efforts and to focus correctly on the global goals established.

The **goals** will be:

- Identification, qualification and study of possible radicalisation cases.
- Referral of possible radicalisation cases for its proper treatment.
- Treatment or guidance of the possible radicalisation cases.

- Promotion of relationships between different religious confessions and communities.
- Treatment, assistance and provision of services in order to respond to the needs, demands, problems and suggestions of the different religious confessions and communities of Malaga.

Some of the **roles and services** to be carried out by the Office for the Promotion of Conviviality and Religious Pluralism are:

- Reception (by various means) of possible cases of radicalisation.
- Identification of possible cases or focus of radicalisation through contact with networks (visits, meetings, forums, workshops, encounters, etc.).
- Guidance and advice to users, families, victims, etc., on the elements that identify a possible case of radicalisation and on any aspect related to radicalisation and its environment.
- Treatment of possible cases of radicalisation according to the case and its stage within the process.
- Raising awareness of the phenomenon of radicalisation at the local level.
- Reception of requests, complaints suggestions from religious entities and communities and their possible treatment.
- Referral of the possible cases of radicalisation to the entities and organisms in charge or trained for their treatment.
- Treatment of information and knowledge acquired to formulate conclusions and propose recommendations for local, regional, national or international policies.

3.1.2 Structure of the Office

The Office, based on interdisciplinary work and team-work, offers an environment focused on the person and family from a perspective of biopsychosocial care. It seeks to achieve the highest well-being and life standards for people, to promote self-responsibility, autonomy and self-care as a pillar for the functional recovery and reincorporation to the community, besides contributing to the decision-making shared between professionals and users.

The Office for the Promotion of Conviviality and Religious Pluralism is composed by a team with a diverse and multidisciplinary profile and experience (mediation, social education, psychology, legal analysis, international relations, development cooperation, religious and ethnic expertise, analysis and communication, strategic analysis, good governance, project management, political analysis, immigration, refugees, etc.) needed to approach from a different perspectives, complementary to each other, the phenomenon of violent radicalism that is intended to prevent and eradicate.

The professionals who are part of the Office assume their relationship with the citizens, professionals from other services, other areas and municipal companies and organizations according to the following **values**:

- Respect, to recognize and accept the opinions and values of citizenship, professionals, and organisations.
- Integrity, maintaining the confidentiality and privacy of the population being served.
- Collaboration, in the commitment to working for the achievement of mutually acceptable solutions with citizenship, professionals, and organisations.
- Ability to adapt to new social and health requirements.
- Proactive, preventive and efficient approach.

4

Models for identification and detection of cases. Practical approach of cases.

The case management model proposed below seeks to channel and formalise the pathways of entry of this new social demand by describing the phases and stages in the care and/or intervention and referral of this group.

It has the following **features**:

Coherent: It must be coherent in the institutional context where it is carried out. In social services, it must be in the broader context of social protection, as an expression of global response to problems that require it.

Feasible goals: Not only to have the means and resources necessary, but also to take into account other kind of aspects that will influence positively or negatively in the achievement of the intended purposes.

Effective and efficient means: To achieve goals and to do so with the least possible staff and material cost.

It fosters the decision-making process: Since it allows to readjust the own content of the project based on the experience of its application. For this, a good basic needs assessment and resources should be available.

It promotes the participation: Of all the people involved in the process, the own institutional leaders, the municipal professionals, recipients or potential users, representative organisations, volunteering, collaborating instances, etc.

The **elements** that compose our particular case management model are the following:

- Previous activities. Analysis of reality:
 - › Study of the statistical yearbooks of the Municipal Register of Inhabitants.
 - › Hubs of the city:
 - Education centers.
 - Health centers.
 - NGOs, social entities.
 - Meeting spaces.

- Individual activities:
 - › Interviews.
 - Shared interviews.
 - Derivations.
 - Monitoring.
 - Mentoring.
 - Home visits.
 - Shared visits.
 - Translations and interpretations.

- Collective activities:
 - › Initial reception sessions:
 - Community and specialised social services.
 - Registration.
 - Health.
 - Legal and labour.
 - Map of Malaga.
 - Education.

- Informative talks:
 - › Professionals.
 - › Users.

- Information stands.

The **general goal** pursued in the attention to cases is to respond to a set of demands or needs, explicit or not, that arise in contexts of significant multiculturalism, in the following ways:

- Supporting staff of the social services in the performance of their tasks.
- Serving as a bridge between the users who reach the mediator and the social intervention staff.
- Facilitating tools for the foreign population to work in the host society.

The ultimate goal of all these ways of working is to establish the bases for **intercultural conviviality**.

4.1 Methodology and activities for cases management

4.1.1 Previous activities: the analysis of reality

The knowledge of the social reality is absolutely necessary to implement any type of action that concerns the community. The action in the cases management does not escape this logic, since

it is not possible to facilitate the access to the resources or to give a certain type of support to the professionals without a previous knowledge of the social reality on which we are working.

We know that this knowledge of reality is never definitive, complete or permanent, and taking into account that reality is dynamic and the logic of migration changes rapidly, it is key to raise the analysis of reality as an ongoing and daily work.

On the other hand, the study of this reality must be carried out together with all the social agents (neighbours, local people and new citizens, community organisations, professionals from different fields of social intervention, etc.) who are part of it and for this it is essential to go out on the street, meet them and know for yourself what is happening, what are the concerns of the population and what resources are available to solve them.

Observation, active listening and information gathering are the fundamental tools for such analysis to be systematised for the best use and subsequent socialisation.

Some of the neuralgic points in the analysis of reality are:

- **Educational centers:** It is in the classrooms where we find children of different nationalities and religions.
- **Health centers:** It is one of the areas where it is possible to express more clearly the cultural diversity, in the way of understanding illness and health, with the difficulties that this entails for patients and doctors.
- **NGOs and community organisations (local and immigrant associations):** Knowledge of these structures is essential to complete the map of available social services, to know the neighbourhood networks and, therefore, to work in favour of citizen participation and intercultural conviviality.
- **Meetings spaces:** Bars, restaurants, shops, public call centers, parks. They are unconstrained places that allow us to know how the population is related in the districts. They are privileged places to know the groups of foreign and native population, to know their problems and their networks of support, with a view to establishing channels of communication complementary to the conventional and official ones.

In short, it is about observing life in the districts, talking to people, listening to them and keeping abreast of the phenomena and dynamics that are occurring, going beyond the specific reality that penetrates every day in the social community centers, to reach the reality of neighbourhoods, because it is in this reality where are those problems that come to the social services generated. The right knowledge of reality allows taking preventive actions.

4.1.2 Individual activities

- a) Interviews.
- b) Shared interviews.
- c) Derivation.

- d) Monitoring.
- e) Mentoring.
- f) Home visits.
- g) Shared visits.
- h) Translations and interpretations.

4.1.3 Design of the action plan

There will be an individual action plan, depending on the users profiles and the typologies of possible cases.

4.1.4 General approach

There will be an individual general approach, depending on the users profiles and the typologies of possible cases.

4.1.5 Evaluation of cases management

The **typologies of possible cases** that are going to be addressed are those detailed below, although it must be said that the Plan itself may be changing or evolving.

1.	Minor in process of radicalisation by an environment outside the family.
2.	Minor in process of radicalisation by a family environment.
3.	Minor radicalized by an environment outside the family.
4.	Minor radicalised by a family environment.
5.	Young adult in process of radicalisation by a family environment with a criminal record.
6.	Young adult in process of radicalisation by a family environment without a criminal record.
7.	Young adult in process of radicalisation by an environment outside the family without a criminal record.
8.	Young adult in process of radicalisation by an environment outside the family with a criminal record.
9.	Young adult radicalised by a family environment with a criminal record.
10.	Young adult radicalised by a family environment without a criminal record.
11.	Young adult radicalised by an environment outside the family with a criminal record.
12.	Young adult radicalised by an environment outside the family without a criminal record.
13.	Young adult formerly under institutional care.
14.	Family unit.
15.	Recruiter or radicalizer minor or adult. (Not object of intervention of the Malaga City council.)

5

Monitoring, coordination and evaluation of the Plan

The monitoring and evaluation of the Plan is considered a key element and priority in the entire process of the Plan to give it consistency, effectiveness and efficiency.

This plan will have a functional structure formed by the technical staff of the Plan for its implementation and monitoring in order to reach the strategic goals and introduce any modifications if necessary.

The collaboration and coordination between the different instances of the City Council in the implementation of the Plan is a requirement and one of the main success factors of the implementation strategy. The participation and involvement of all areas, agencies and municipal companies is necessary for the implementation of the Plan. Adequate coordination ensures the impulse and control over the implementation process of the Plan.

5.1 Evaluation indicators

An indicator is a value obtained by comparing the logically related data to the behaviour of an activity or process within a specific time frame. The establishment of indicators actively contributes to the measurement of the phenomena concerning the functioning of an organisation and facilitates the decision-making.

An indicator measures changes in a specific condition or situation over a given period. They allow the evaluation of the results of the implementation of certain actions, hence their vital importance for the evaluation and monitoring of measures implemented.

In addition, we will not be able to know if we are really succeeding in producing changes with our activity if we do not introduce indicators that inform us of this and allow us to change and improve the programs and projects that we develop in each strategic axis.

The indicators are intended to provide information on the parameters linked to the activities or processes implemented. The **features** of indicators in a management system are the following:

- They symbolise an important or critical activity.
- They have a relationship as directly as possible about the concept valued in order to be faithful and representative of the criterion to be measured.
- The results of the indicators are quantifiable and their values are usually expressed through numerical data or a classification value.

In this way, we can observe the **results** obtained:

Processes → Product → Effect → Impact

The indicators on which we will measure the results obtained are these:

- **Quantitative indicators:** They are defined as numerical measures of change. They provide concrete information to demonstrate the results achieved.
- **Qualitative indicators:** We can define them as the opinion or the perception of the people evaluated. They facilitate the understanding of changes in processes, attitudes, beliefs, motives and behaviours.
- **Outcome indicators:** They compare quantitatively or qualitatively planned goals and results achieved. They are indicators that allow us to obtain final data of the actions.

The plan has defined a range of performance indicators for each strategic axis and line so that the level of implementation can be subject to ongoing evaluation.

All these indicators have been developed in each of the strategic lines of the Plan.

5.2 Evaluation of the activities carried out

Two evaluation reports of the Plan will be made:

- **Annual monitoring report:** Once the first year of the Plan has been completed.
- **Final evaluation report:** At the end of the period covered by the Plan.

To carry out the evaluation, the following material and documentation is available:

- Annual reports of the municipal areas and entities.
- Memory of the Office for the Promotion of Conviviality and Religious Pluralism.
- Schedules of actions performed.
- Evaluation indicators.

Each of the activities carried out in the axes of the Plan will be evaluated in a systematic way so that at the end of the annual timetable you can observe the degree of compliance of the Plan and the measures that have been carried out.

In order to carry out this evaluation, a measurement instrument called evaluation of the activity will be used, which anonymously, includes the following necessary aspects to verify if the activity has been developed correctly.

5.3 Report of the activities carried out

A report detailing everything that has been done throughout the year will be made at the end of each year.

This report will be summarised according to the axes of the Plan.

6

Ongoing training plan

The training of people must be understood as an activity that contributes to the growth and competitive improvement of the organisation. Therefore, it must be the object of a training plan that considers training as an ongoing, pondered and planned process with specific goals and certain deadlines.

Our training plan programs training activities, fitting them to the profile and needs of the public and target entity. The success of the training program for awareness that we have developed aims not only to generate knowledge, but also to change attitudes.

In order to facilitate practical tools that help and accompany the learning processes, a commitment is made to the design and elaboration of materials that facilitate the visualisation of projects and works within a dynamic, practical and participative work methodology based on the principles of the discovery pedagogy.

This training plan responds to the need to:

Improve training in the prevention of radicalisation, interculturality and management of the different people who are in direct contact with groups especially vulnerable to this issue.

Under this training plan, we will work based on the following **goals**:

- To increase the competences, increasing their knowledge and improving their skills and attitudes for the cross-cutting integration of the intercultural perspective. The aim is ultimately to promote changes in ways of thinking and focusing on policies, organisational modes and how to work in institutions and other related organisations.
- To get to know and contextualise the phenomenon of violent radicalisation in Spain, bringing it closer to our local area.
- To inform and create awareness among municipal staff and citizens in general about the importance, frequency and magnitude of the problem of violent radicalisation, making them perform an early detection of processes of radicalisation and recruitment.
- To acquire a series of basic tools for the knowledge, treatment, intervention and detection of people susceptible to be radicalised, people already radicalised and radicalisers.

The **target audience** of the Plan will be:

- A) Staff from the following areas, agencies and municipal companies:
 - Area of Social Rights.
 - Area of Citizen Participation, Immigration and Development Cooperation.
 - Area of Equality of Opportunities.
 - Area of Security.
 - Area of Youth.
 - Area of Sports.
 - Area of Commerce and Public Road.
 - Mayor's Office (Communication and Media).
 - Más Cerca SAM (Municipal Social Services Company).
 - Parcemasa (Municipal Cemeteries Management Company).
 - ESPAM (Public Security School).
 - IMV (Municipal Housing Department).
 - IMFE (Municipal Training Department).
- B) Civil society and society of Malaga.
- C) Collectives, associations and entities.
- D) National law enforcement agencies.
- E) Army.
- F) Education:
 - Teachers.
 - Students.
 - Parents' associations.
- G) Collectives especially vulnerable and sensitive to radicalisation:
 - Women.
 - Youths.
 - Youths under institutional care.
 - Youths formerly under institutional care.
 - Minors.
- H) Religious entities.
- I) Health.
- J) Justice.

The modalities of the training that we propose will be the following:

- a) Face to face.
- b) Semi-attendance.
- c) On line.
- d) Sessions.
- e) Workshops.
- f) Seminars.
- g) Case sessions.
- h) Debates.
- i) Round tables.

The training will be developed through training modules, which are learning units that integrate skills, attitudes and knowledge required for effective performance in a competence area or competency unit, through the development of experiences and tasks that come from the professional context in a real working context. All these activities will be evaluated.

7

Budget

The budget for the execution of the Plan, regarding human resources, does not include a specific professional team for the implementation of the different programs, but this content is added to the municipal staff tasks.

The material resources to carry out training actions or collaborations through grants with specialised entities, publicity, days, etc., will be what is estimated in the municipal budget, like in any other type of expense, with the appropriate budgetary imputation.

In the process of drawing up the Plan, we have been working with international institutions and organisations that offer, through different calls, the opportunity to develop actions framed in the defined strategic lines, which will allow us to increase the funds allocated to the Plan.



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