

Alternative sanctions for young delinquent refugees in Schleswig-Holstein

1. Introduction

Refugee policy in Germany and Europe was a central topic in the media and controversially discussed in 2015 and 2016. At the same time, debates within the judiciary on how to deal with refugees who offend against the law, started.

The question arose as to whether the existing alternative sanctions (especially for juvenile offenders) are suitable for this group of people in order to avoid detention, or if new approaches have to be established to deal with the special needs of those people.

Initial analysis by the State Government of Schleswig-Holstein came to the conclusion that the implementation of the Juvenile Justice Act could only be made possible for this special target group of delinquent refugees through the development and implementation of new language-, culture- and religion-sensitive programs. As a result of this assessment, discussions were held with various experts from the prison system, the youth services as well as the public and the non-governmental probation services to assess the situation at that time and to develop ideas for appropriate interventions.

The *Schleswig-Holsteinische Verband für soziale Strafrechtspflege; Straffälligen- und Opferhilfe e.V.* was assigned with a scientific analysis of the situation (including data collection at juvenile courts, public prosecutor's offices and the police) to draw up recommendations for targeted alternative sanctions for young refugees. These recommendations formed the basis for a large number of proposals which were submitted to the Ministry of Justice by non-government organizations.

As a first step this article summarizes the scientific analysis, which was delivered by the *Schleswig-Holsteinischen Verband für soziale Strafrechtspflege; Straffälligen- und Opferhilfe e.V.* and its recommendations for action. After that, the practical projects that were implemented and financed by the Ministry of Justice in spring 2017 are described.

2. Analysis of the current situation and recommendations for action

2.1 Summary of the state of research concerning migration and crime

Statistical data and studies about unrecorded crime figures consistently reveal that people with a migratory background and refugees aren't criminal per se or more criminal than people from Germany (see Heinz 2012; Baier 2015).

2.1.1 Characteristics of juvenile delinquency

“At all times young people exhibit – in numerical terms – the highest burden of recorded crime” (Heinz 2006: 17). Criminologists agree that juvenile delinquency as crime of the masses and petty crime is a “normal” phenomenon reflecting developmental insecurities of young people. For juveniles' learning of societal norms and values seems to be routinely connected with a period of temporary deviancy (see *ibid*: 18 et seq.).

Ubiquity, episodicity, and spontaneous refraining from crime are other central characteristics of juvenile delinquency (see *ibid.*: 19). Dollinger & Schmidt-Semisch (2010) stress that more intense interventions are associated with higher recidivism rates (see *ibid.*: 11). Hence a threefold subsidiarity when dealing with juvenile delinquents can be derived:

- a priority of informal before formal reactions,
- of ambulant prior to stationary provisions,
- and supportive measures by child and youth services prior to the application of juvenile law (see Trenczek 2015: 894).

2.1.2 Recorded data

The statistical basis for analysing the criminal behaviour of people with a migratory background involves a number of challenges that will be discussed below. Firstly, the Police Crime Statistics (PKS) and the criminal justice statistics shall be used as a starting point despite their limitations. The proportion of foreign criminal suspects (all ages) is constantly higher than the proportion of migrants among the German population between 1993 and 2013. As an example: In 2010 people with non-German citizenship made up 9% of the German resident population, but 22,2% of the suspects, 21,9% of the convicted, and 22,0% of the prisoners/detainees (see Heinz 2012: 302).

The highest rates of non-German suspects were recorded at the beginning of the 1990s; from then on until 2009 a decrease in the number of foreign suspect is recorded; in 2013 a significant increase can be noted. According to Baier (2015), this development parallels immigration movements into Germany (see *ibid.*: 75). In order to being able to interpret this overrepresentation of people with non-German citizenship, the following limitations of the official statistics have to be taken into consideration: The criminal (justice) statistics up to this date only record citizenship of suspects, but not migratory background or residence status¹ (see Walburg 2014: 6). Furthermore, a significant number of foreign suspects are registered for offences that can only be committed by them and not by the resident German population (e.g. crimes against the laws of residence and asylum procedure).

Another distortion is due to the fact that not all of the foreign suspects are recorded in the population statistics so that we are not comparing like with like because all (or almost all) resident Germans will be recorded. In addition to that, criminological studies show that offenders with a visible foreign background are reported to the police more often than offenders that look “German” (see Baier 2015: 76 et seq.).

Heinz (2012) points to the differences in the age- as well as the gender structure between the domestic and foreign populations. The proportion of young males is significantly higher among foreigners. Other sociodemographic factors also have to be considered, as they also are significant criminologically. Migrants more frequently live in large cities; more frequently belong

¹ For a long period of time, no data on the criminality of refugees have been collected in Germany. Only in 2016 did the Federal Criminal Police Office (BKA) start to release reports on the criminal behaviour of immigrants (see Bundeskriminalamt 2016).

to lower income households; have lower educational backgrounds; and are unemployed more frequently (see Heinz 2012: 303). Resulting from all the aforementioned aspects, the validity of the official statistics concerning the criminal behaviour of people with migratory backgrounds is limited (see Walburg 2014: 19).

2.1. Research on the figures of unrecorded youth crime

It is possible to avoid some of the limitations of the official data with research into the unrecorded figures of crime. Interview and survey studies reveal similar rates of petty criminality among people with and without migratory backgrounds; like fare evasion, shoplifting, and bicycle theft. There are differences between people with and without migratory backgrounds when focussing on violent crime.

“Both looking at minor assault {...} and robbery, the rates of migrants are significantly higher than those of Germans.” (Baier 2015: 77)

Furthermore the rate of multiple violent crime is higher for migrants (6,6%) than for Germans (3,3%). However, there is a necessity for differentiation among various groups of migrants. Thus, juveniles from former Yugoslavia exhibit the highest prevalence rates, followed by juveniles from Turkey, South America and Italy, Arabic countries/northern Africa as well as North America. Juveniles with an Asian background show the lowest prevalence rates (see *ibid.*: 77 et seq.; Walburg 2014: 10 et seq.).

Among the offenders with a history of multiple violent crime, there are significantly more Muslims than Christians (8,8% to 5,6%). According to Baier (2015), Muslim juveniles are significantly more religious than Christian juveniles. While a higher religiosity is associated with lower violent crime rates for Christians, the relation is reversed for Muslims: stronger religiosity is associated with higher violent crime rates. Additionally, a stronger Islamic religiosity seems to be a barrier for integration due to a bigger social and cultural distance from German society. However, Baier (2015) adds for consideration that neither for Christians nor for Muslims is religiosity a particular risk or protective factor in relation to violent crime. For both groups, delinquent acquaintances, alcohol consumption, and low self-control are more significant risk factors (see Baier 2015: 88 et seq.).

2.1.4 Explanatory approaches

According to Baier (2015), lack of inclusion in the educational system is an important, but not the only factor explaining higher rates of violent crimes among people with migratory backgrounds. To him, problematic cultural orientations like values that approve of violence to defend honour and norms of masculinity or patriarchalism, are significant factors. He holds that if the latter are kept constant, the differences in prevalence rates for violent crime between people with and without migratory backgrounds disappear (see *ibid.*: 78 et seq.).

On the contrary, Walburg (2014) and Heinz (2006) pose – and they focus on juveniles specifically – that inclusion into the educational system is the one critical factor explaining the higher violent crime prevalence rates of juveniles with migratory backgrounds. When social strains and deficits in recognition are kept constant, the differences in prevalence rates for violent crime between

people with and without migratory backgrounds disappear (see Walburg 2014: 18; Heinz 2012: 306).

Citizenship is no criminogenic factor. That is why the division into Germans and Non-Germans is not useful from a criminological point of view. By contrast, deviance can be the result of problems with integration, life conditions marked by deficits, and social situations that encompass cultural, economic, communicative etc. barriers {...}. (Heinz 2006: 96)

Likewise, Haverkamp (2016) stresses that “it is not the migratory background that is decisive for higher prevalence rates, but an accumulation of individual problematic factors, like precarious social living conditions, shattered families, and parents with difficult parenting behaviour.” (ibid.: 102 et seq.) Walburg (2014) introduces the thesis of marginalisation as an explanation for the differences in prevalence rates of violent crime for juveniles with and without migratory backgrounds. Hence, a self-enactment as strong man by way of violence is a typical behaviour of marginalised (young) men across all cultural backgrounds. To them violence seems to be the only means available for their identity formation (see ibid.: 17 et seq.).

2.1.5 Level of the media and criminal political discourse

Kunz (2012) observes an entanglement of the topics of crime and migration in the public discourse ever since the 1980s. He characterises the overall narrative as dramatizing and negative, due to a linking of migration with criminal immigration, asylum abuse, and also with terrorism – suggesting a correlation that does not exist (see idib.: 326/327). The societal discourse dealing with migration and crime (or more accurate in Germany now: refugee crisis and crime) has produced a problematic “dispositif” (Foucault): namely, a general suspicion towards migrants that equates them with criminals (see Hamburger 2012: 298).

2.2 Assessment of the delinquency of young refugees by police, public prosecution, and juvenile courts in Schleswig-Holstein

Due to the risk of stigmatisation, the aforementioned institutions don't collect data on the phenomenon of crime committed by young refugees. The following passages refer to subjective appraisals that were gathered through an inquiry of the Higher Regional Court, the Office of the General Prosecutor, and the Ministry of the Interior (Police) in the summer of 2016. The responses from the juvenile courts, the juvenile departments within public prosecution, and the police directions of the federal state reveal that a general growth in numbers of offences committed by young refugees is not perceived. All of the surveyed institutions report back low overall numbers of cases, with a reference to regional differences.

At the level of the police, theft, assault, and fare evasion are the offences that are being recorded. The proceedings at the level of the public prosecution involve theft, assault in communal accommodation, and property damage. Juvenile judges report that they mostly deal with cases of shoplifting, assault in institutions, and insults.

Those surveyed appraise the lack of verbal skills as well as problematic cultural orientations as challenges when dealing with the target group. As a consequence, they call for language and integration courses that not only teach language skills, but also address norms and values. Victim-

offender-mediation is also seen as a suitable measure to address the needs of young refugees. In cases of assault specific anti-violence training is imaginable. Such training would not only consider honour, but would also be sensitive towards possible experiences of violence and trauma. All surveyed institutions deem the enhancement of personal resources in both private agencies and justice organs, as desirable. Such approaches would be able to serve young refugees better – particularly with reference to language.

2.3 Consequences for dealing with young refugees breaking the law in Schleswig-Holstein

Dealing with delinquent young refugees appropriately necessitates changes at different levels, above all at the socio-structural level for the purpose of a better integration as means of primary and secondary prevention.

“The integration into society is the essential condition for people not to drift into a deviant lifestyle – this holds equally true for native people and those that have just come here, especially for young people.” (Cornel et al. 2015: 326)

Measures to deal with young refugees that offend against the law should therefore aim at nurturing educational integration; social integration in terms of an interconnectedness of people with and without a migratory background; as well as identificative integration in the sense of a feeling of belonging to the German society (see Baier 2015: 81). In society as a whole, the tensions perceived by young people during identity formation processes should be ameliorated. It is crucial in this respect to bring about “a change of thinking concerning the thus far underlying ideas of majority and intake society, a revision of paternalistic and one sided expectations of assimilation as well as a transformation towards adequate cultures and politics of recognition (...).” (see Kunz 2014: 287)

Taking into account the fact that Germany is a country to which many people are migrating and that the proportion of people with a migratory background is rising, processes of intercultural diversity should be initiated and attended to in private agencies and public youth services, and also in police, prosecution, and the justice sector as a whole (see Schroer 2007). In addition to this anchoring of intercultural sensitivity at a structural level, staff of social services, the justice and educational sector should receive specific training geared towards the proper dealing with refugees through intercultural and linguistic competences. This is in order to be able to also realise intercultural sensitivity at the interactional level (see Cornel et al. 2015: 329; Handschuck & Klawe 2010; Leenen et al. 2013). Furthermore increased recruitment of staff with migratory backgrounds who possess the corresponding language skills to those agencies is desirable.

Haverkamp (2016) as well as Cornel et al. (2016) give an outline of further structural measures to enhance integration that should be embraced (see Haverkamp 2016: 101; Cornel et al. 2015: 326 et seq.).

Regarding tertiary prevention the findings of etiological studies suggest a twofold course of action:

on the one hand – following the thesis of Heinz and Walburg, according to which deviant behaviour of all youth can be traced back to similar causes – existing ambulant sanctions should still be provided, also for the target group of young delinquent refugees (vgl. Heinz 2012; Walburg 2014).

On the other hand – following the thesis of Baier, according to which especially problematic values, like norms of masculinity as well as Muslim religion are at the core of higher violent crime prevalence rates for young refugees (see Baier 2015) – specific ambulant sanctions should be created taking the aforementioned aspects into account; or existing sanctions should be revised to integrate these aspects.

Young refugees are often affected by risk factors such as lack of perspective, limited social and cognitive skills, possible experiences of powerlessness and violence in regions of conflict as well as traditional role ascriptions that include the use of violence for men (see Haverkamp 2016: 101 & 108).

Ambulant sanctions tailored specifically to serve this target group should therefore address cultural orientation, such as gender roles and relations, concepts of masculinity and honour as well as the personal horizon of values, central values of the German society, and possibly religiosity. In order to overcome language barriers and communication difficulties, as well as to stimulate holistic learning, the measures should integrate the use of physical and non-verbal forms of expression and different kinds of media in order to convey information (see *ibid.*: 101; Baier 2015: 81). Furthermore the programs should be specifically sensitive towards ethnicity, culture, religion, and biographical background and involve all relevant actors (see Haverkamp 2016: 108).

With regard to existing social training courses, it is important to consider that participants with migratory backgrounds could unite with one another and adopt an attitude of refusal/noncompliance. For juveniles already displaying a high violence potential, social training courses could be counterproductive as they might heighten an already existing affinity towards violence (see *ibid.*: 108 et seq.). Ideally the courses are conducted by co-leaders or co-tutors, including one person with a migratory background, who is knowledgeable with honour-based cultures and possesses relevant language skills. According to the needs of participants a shared analysis of topics such as honour, pride, gender role, religion etc. should be integrated.

Haverkamp (2016) differentiates between three forms of crime prevention: crime prevention in the context of migration (social integrative measures), crime prevention for refugees (dealing with the criminal behaviour of refugees) – both forms have been addressed already – and crime prevention for the native population aiming at enhancing their feeling of safety. Media portraits of “consistent references to a general increase in threats of crime, to immediate danger and resulting needs for decision making and action taking of security authorities” (Kunz 2014: 291) have led to the German population expecting to experience a severe increase in crime and corresponding feelings of insecurity with regard to the influx of refugees (see Haverkamp 2016: 104). Therefore it is necessary to change public discourse and media coverage on the one hand. According to Haverkamp (2016) an altered coverage is not sufficient. Simultaneously the feelings of insecurity have to be taken seriously and dealt with politically (e.g. prevention of a situation of

competition between parts of the native and refugee population in the context of the housing and employment markets) (see *ibid.*).

2.4 Approaches for the Implementation of an alternative way of dealing with delinquent young refugees

With the help of media relations a contribution to change the one-sided discourse on the topic of migration and crime should be made.

The significance of basic measures of integration, most notably possibilities for participation and recognition, should be highlighted.

Intercultural training events should be provided for youth services and justice staff. In addition to this sensitisation on an interaction level, processes of intercultural opening on a structural level should be enhanced.

Both the cooperation between offender services provided by the justice system and private agencies as well as an exchange with Muslim communities should be encouraged.

The alternative ambulant sanctions to be developed for migrant and refugee offenders should consider the following:

- language skills and expressive ability
- cultural orientations (e.g. legal conception, gender roles)
- ethnicity, culture, and religion – in terms of an appreciative recognition
- conditions of life (e.g. residence status, accommodation, education, possibilities for participation)
- individual personal history – in terms of the recognition of the person and their life experience

Measures fostering the following aspects are desirable:

- language skills
- daily structure and routine
- inclusion into job training or employment market
- inclusion into sports clubs or other associations
- the development of specific personal resources related to the needs of the individual participants
- chances for identification with positive role models or the possibility to become a positive role model themselves (mentoring)
- exchange with juveniles from the German domestic population
- reflection of western norms and values/own norms and values

3. Alternative sanctions for delinquent young refugees implemented in spring 2017

The recommendations and approaches outlined above formed the basis for the decision of the Ministry of Justice of Schleswig-Holstein to promote the following three projects.

A public launch event with the Schleswig-Holstein Minister of Justice was held in spring of 2017. Afterwards the projects were presented to and discussed with the local public prosecutor's offices, courts, juvenile court assistance and probation services.

3.1. Cooperation project “Social training course – Football intercultural and integrative”

The target group of this project consists of young non-Germans who are assigned by juvenile courts according to § 10 Juvenile Justice Act. In order to promote integrative aspects, the project is also open for a limited number of native young offenders. It is organized in cooperation of four nationwide non-government organizations. The administrative work is carried out by *Grone-Bildungszentren gGmbH Schleswig-Holstein*.

The *Schleswig-Holsteinische Fußballverband e.V.*, *Anstoß! e.V.* and the *Kanzlei für Konfliktmanagement und Mediation* are responsible for the practical implementation of the project.

The project is designed as a social training course which takes into account the different needs of young people with non-German backgrounds. The connecting element “football” is used in several seminars while working with the participants at the sports facility “*Uwe Seeler Fußballpark*” in Schleswig-Holstein

The main topics of the seminars are:

- reflecting the offence,
- communicating democratic values and norms,
- dealing with conflicts and
- developing future perspectives.

In addition, the participants are offered integration into a football club near their place of residence.

The active and individual supervision of this integration starts for every offender right after entering the project. The participants and also the local sports clubs that are involved are supported by project staff of the *Schleswig-Holstein Football Association* during the project and up to six months after completion. In this way sustainable integration of the participants into the society in general as well as social contacts to Germans are promoted.

The qualification modules take place on three weekends from Friday to Sunday. Each module has 20 lessons. The modules are (1) “sports practice – qualification as a social soccer coach”, (2) “dealing with conflicts – violence prevention through sport” and (3) “democracy training through sports”.

The first module is organized by *Anstoß! e.V.* In this module the participants learn concrete options for qualified work in a sports club (for example to support team supervisors, managers or do other jobs like gardening or housekeeping. Exercises and games for the independent design of sports activities will be presented and tested. In the implementation of the module methods are used from the “manual for the German street soccer coach” and materials from the unified concept of the German football association for coach education. (see *Anstoß! e.V.* o.J.) In addition, content from the “guideline for the European football coach” is put into practice (a

collection of best practice examples from the work of 10 European street football organizations). (see Anstoß! e.V. 2015)

The *Kanzlei für Konfliktmanagement und Mediation* is responsible for the organization and practical implementation of modules 2 and 3. The second module analyses various forms of conflicts and their causes, followed by diverse strategies for conflict resolution and prevention. Several methods from the conflict management training of the “*Deutsche Sportjugend*” of the German Olympic Sports Confederation are used to work with the participants. (see Deutsche Sportjugend im DOSB 2017)

In the third module, the participants are instructed to practise critical and moral thinking according to their level of skills. The participants shall explore possibilities to take personal and social responsibility and how to participate actively in social life. Democratic values and norms are taught by addressing topics such as difference, equal rights and misanthropy. The methodological basis of this module is the democracy training according to the Betzavta method. (see Maroshek-Klarman 1993)

3.2. “DOST” – Offence-oriented social training for young migrants

The assignment to the social training “DOST” is made through a juvenile court instruction according to § 10 Juvenile Justice Act.

The training is organized by the *Kieler Antigewalt- und Sozial-Training e.V.*.

The training is aimed specifically at those male and female young refugees who were convicted of violent crime. The target of the training is the communication of intercultural competences as well as knowledge about structures, values and standards in the Federal Republic of Germany. As part of the training, there will also be an examination of the crime committed. The training has a duration of 15 appointments in single session of two hours each.

"DOST" is based on the "Concept for a Nationwide Integration Course", in which the basics of the integration and orientation courses of the Federal Office for Migration and Refugees are described (see Bundesamt für Migration und Flüchtlinge 2015). The didactics and methodology of the concept were adapted to the characteristics of minor refugees and their specific living environments and learning experiences.

The phase structure of "DOST" is based on the anti-aggression training program (AAT) which was invented in the Hamelin juvenile detention center by Michael Heilemann and Jens Weidner. (see Weidner/Kilb/Kreft 2009). The essential elements of dealing with rules, limits and consequences, which form the basis of the project are based on the concept of professional de-escalation management ProDeMa® (see Wesuls/Heinzmann/Brinker 2005).

The program contains 12 thematic modules, each with a knowledge-transferring information section and a practical part. However, not all modules are undertaken with each participant. The selection of the modules is based on the situation and needs of the adolescents. The participants are involved in the selection of topics, methods and media and determine the content and the

course of the training for themselves. This is to ensure that the content is based on their individual life situations, so that the learning can be used by the participants in their everyday life.

Some key topics of the modules are:

- The social and political system in Germany
- Human rights for all
- What is (my) culture?
- My identity and origin myths
- Democracy, participation and social commitment
- Biography work
- Religion as part of life in Germany
- Exclusion and discrimination experiences
- My skills, strengths and resources
- School, job and workplace
- Developing an integration perspective

Two appointments are always planned for the offense-oriented work.

The *Kieler Antigewalt und –Sozialtraining e.V.* has several multilingual employees. In addition, various media/modules were developed, which can be used for participants with low German language skills. In individual cases interpreters can be consulted.

3.3. „Integration durch Integrierte“ – Volunteering training for people from relevant countries and cultures

This project is organised by the German Red Cross (DRK).

The project "Integration durch Integrierte" seeks to motivate people from relevant countries and cultures for voluntary work with delinquent refugees. The target is to make the special linguistic, cultural and religious competence of the volunteers employed usable in the field of work of the probation services. The volunteers should be trained in dealing and working with delinquent refugees.

The participants of the volunteering training have to meet specific requirements that are relevant for working in the criminal justice system and with the special target group of young refugees.

They should:

- be very well integrated into society
- have a migration background themselves
- be politically informed and aware
- have knowledge of tensions between and within different cultures
- have a spoken and written command of the German language
- be interculturally well connected.

There are various ways in which volunteers can be involved in the work. One way is an assignment, which can be made in appropriate cases as a juvenile court instruction according to § 10 Juvenile Justice Act by a juvenile court.

The main field of the volunteers should be the support of existing sanctions alternatives for example:

- diversion measures
- measures under the Juvenile Justice Act that are implemented by other providers as well as
- measures of probation services or youth court assistance.

The volunteers should be able to give different assistance after completing their training. These include, for example support with applications or correspondence or other life-practical challenges, the forwarding of such correspondence to relevant contact points, the introduction to meaningful recreational activities, the accompaniment to institutions and measures of the probation services, or dealing with the causes and consequences of the crime – as long as this does not require professional advice.

Due to their own integration experiences and a similar or comparable cultural background, sustainable relationships should be built up for further work.

The volunteers should act as role models towards the criminalized young people. A further task of the volunteers is to discuss the compatibility of the basic constitutional values and possibly conflicting values such as honour, pride and role understanding with young people and adolescents on an equal footing.

The training of volunteers takes place in three modules. Each module comprises two days with 16 lessons and takes place in a group of a maximum of ten people.

The modules contain a variety of topics, of which only a few are mentioned here:

- Self-motivation and role-finding
- Political and legal treatment of offenders
- Knowledge about possibilities to get help and about the criminal justice system
- Psychological backgrounds and individual risk factors of crime
- Forms of individual integration measures
- Methods of communication
- Causes of juvenile violence – preventive strategies
- Opportunities and limits of volunteering

After the first module, the volunteers are invited to support a street social worker in the practical work with offenders on a voluntary basis.

Through this placement the volunteers learn the practical approaches to work with the target group.

In this way, the volunteers can gain initial experience, which will be discussed in further education and training events. In addition, the German Red Cross ensures constant professional support for volunteers in practical work as well as providing supervision options.

4. Sustainability and perspectives

Depending on the quantity of cases, the three projects mentioned above are supposed to be continued in the following years. There is also to be a qualitative evaluation of these measures. The *Schleswig-Holsteinische Verband für soziale Strafrechtspflege; Straffälligen- und Opferhilfe e.V.* is assigned by the Ministry of Justice to carry out the evaluation and to support the different projects.

The *Schleswig-Holsteinische Verband für soziale Strafrechtspflege; Straffälligen- und Opferhilfe e.V.* has set up a coordination office.

The main tasks of the coordination office are:

- Contact with member organizations and other non-profit organizations to give advice and for networking
- Initiating and accompanying exchange processes between institutions of the youth services and the social services of justice
- Organising intercultural training for staff of the youth services and the social services of justice
- Networking with Muslim communities in the country and maintaining contact with the nationwide program to prevent and fight against right-wing and religiously motivated extremism
- Public and media relations
- Scientific support of the projects, evaluation and developing the management of quality

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