Improvement of crime prevention in districts through horizontal approaches
-
A practical-orientated guideline

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This guideline is meant to communicate the basics and central aspects of community crime Prevention in an easy, understandable way and through practical examples. It describes the formation of crime preventive committees -institutionalized associations- as well as aspects of the daily work concerning community crime Prevention. There are not only mentioned obstacles but also suggestions for problem solving. Every chapter shall be help and idea for new possibilities of action.
In contrast to other guidelines this is an attempt to describe a high range of relevant scopes of duties for the community crime Prevention. Due to that it provides a first general insight and doesn't discuss every aspect in detail. There is a comprehensive bibliography and a list of web links at the end of the guideline for every interested reader who wants to learn more about the topic.

The guideline covers the following aspects of the community crime prevention:

- Institutionalization of crime preventive committees
- Networking
- Finding projects and processing projects
- Project Management
- Project Review/Evaluation
- Funding/Third-Party Funds
- Scientific Attendance/Skill Enhancement
- Public Relations

Every chapter starts with a short introduction in which the chapters use and the necessity for the community crime prevention as well as the content of the chapter is described.

1.1 The guidelines Target Group

The guideline is particularly addressed to people of the European sphere, who are interested in community crime prevention or already involved in this field. In order to be useful to as many practitioners as possible technical terms are avoided wherever applicable. This enhances the understanding and prevents misinterpretation of concepts behind such terms.
Furthermore it is important to know that although there is an attempt to network the cooperation of crime preventive work, there is no consistent concept of the European Crime Prevention. This is caused by the different structures and requirements of the various European coun-

tries[1] and therefore not to be seen as negative per se. Nevertheless it determines the process of community crime prevention in European countries. This is mentioned by Erich Marks[2] as follows: "

[…] there is no alternative to having every State, every society and every region develop and continually foster their own culture of (crime) prevention."[3]

Because of the partly quite different concepts and approaches of the European countries in terms of community crime prevention there is no claim in this guideline to be valid for every European country. However, due to analysis of existing guidelines in various European countries it has become clear that certain aspects of community crime prevention are repeatedly mentioned and therefore generally important. For example the estimation of good public relations being crucial as well as the funding of crime preventive committees through Third-Parties is likely to be relevant throughout the European sphere.

1.2 Crime prevention and community crime prevention

Before focusing on the specific features of community crime prevention it now follows a short description of the term 'Crime Prevention'. The definition used in this guideline is: "

"Crime Prevention" describes all of the governmental and private attempts to prevent crime. This definition includes every action which quantitatively prevents crime as a social phenomenon (macro level) or as an individual event (micro level) as well as every action which decreases crime or at least the direct effects of delict inspection (i.e. extent of loss). The term also describes the prevention and reduction of excessive fear of crime."[4]

This definition shows that the term 'Crime Prevention' includes the „objective"- the statistically measured- crime imposition as well as the subjective sense of security. Crime preventive action also exists on different levels. The following chart summarizes the different levels of prevention:

Table 1: Prevention-system (source: Bundesministerium des Innern & Bundesministerium der Justiz (ed.) 2006, p. 667)

	Primary Prevention (general public)	secondary Prevention (groups or contexts at risk of crime)	tertiary Prevention (avoiding recurrence after the fact)
Offender	Positive general prevention (norm-clarification); Socialisationaid, risk-education (drugs, alcohol)	Negative general prevention (deterrence of people inclined to a criminal act), youth welfare, i.e. streetwork dedicated to noticeable adolescents	Re-socialization, social therapy, probation monitoring, release helping, dept counseling for misdemeanants
Situation	General preventive police-work; encouragement of neighborly help, concepts of urban development	Systematic security services in areas at risk of crime (i.e. luggage inspection at airports)	Intensification of „target hardening" after occurred assault
Victim	General education in methods of victim care	Offers for risk-groups (i. e. Training bank employees)	Victim care

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[1] Described in: European Forum for Urban Safety. Secucities. Urban Crime prevention policies in Europe: towards a common culture?. 2006.

[2] Erich Marks is the executive director of the Council of Prevention in the federal land of Niedersachsen and the executive director of the Deutscher Präventionstag.

[3] Marks 2010, S. 9.

[4] Translated: Krevert 2006, p. 165.

With focus on the offenders the different levels of prevention are to be interpreted as follows:

- 'Primary Crime Prevention' describes unspecific actions, which address the general public. This includes for example the education system, the health care system and the social system. Many times the crime preventive character of this sort is rather indirect visible, if at all.
- 'Secondary Crime Prevention' describes specific actions, which address people or groups being at high risk of committing crime.
- 'Tertiary Crime Prevention' describes specific actions, which address people who have been delinquent before.[5]

The United Nations Office on Drugs and Crime proposes another system with four main categories:

1. Crime prevention through social development
   - This category is similar to the concept of the primal prevention. However, it addresses, according to the Guidelines for the Prevention of Crime, children and adolescents.
2. Community based- or local crime prevention
   - This category is similar to the concept of the situation-based crime prevention and is manifested in the approach of the community crime prevention. It addresses those spaces where the risk of crime and the probability of becoming a victim of crime is high.
3. Situation-based crime prevention
   - This category is identical to the prevention-level shown in the chart above. The goal is, while following the implications of the Rational-Choice-Theory, according to which an Offender weighs the costs and gains before committing a crime, to increase the risks and costs of a crime in order to discourage potential offenders. Situational crime prevention can be divided into five strategies:
     o actions which increase the offenders input
     o actions which increase the offenders risk
     o actions which decrease the offenders gain
     o actions which decrease the stimuli of a criminal act
     o actions which decrease the possibilities of self-justification
4. Crime prevention through programs of re-integration
   - This category is similar to the concept of tertiary prevention. Actions are supposed to protect offenders from recidivism and help them with social re-integration[6]

Community crime prevention therefore is one concept within a lot of different approaches of crime prevention, while the concepts complement one another. The thought of community crime prevention is routed in the US American idea of Community Policing. This term describes police work which is directed to local characteristics in order to identify and solve problems with the cooperation of local actors. Following this concept the police is acting citizen-centric in order to create a higher responsibility of the communal citizens. Both parties should profit from this concept. This new direction of security policy is one of the results of societies decreasing feeling of safety as well as an effect of scientific theories, for example the Broken-Windows-Theory, which claims an correlation between disorder-phenomenons and the feeling of security. According to the theory disorder is likely to show a lack of informal social control and results in crime.[7]

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[5] Cf. Schwind 2010, p. 20.
[6] Cf. United Nations Office on Drugs and Crime 2010, p.12 f.
[7] Cf. Kolbe 2005, p.10.

The following points exemplify the main characteristics of the community-policing-approach: "

- The main goal is the advancement of the quality of life in the community
- Proactive
- Police officers invest as much time as possible in emergency calls to get to the rout of a problem
- Supervisors advocate creativity and innovation
- The police shares its information with the public
- The police is seeking cooperation with the public
- The police and the citizenry exchange their experiences with crime in the community
- The police sees itself as a community-organizer, community-activist and provider of necessary community-services"[8]

Based on this and other security-political approaches and thoughts communal crime prevention committees are installed in Germany since the nineties. This is also based on the knowledge of about 70% of the crime-suspects being accused of committing the crime they are charged with in their own local surrounding.
The conditions of crime-formation, that's the assumption, are therefore also existent in the local space.[9] So it's reasonable to include the local connected actors with their intense knowledge into crime preventive work. Because crime usually is not the effect of just one cause and many factors are to be considered when analyzing the crime-process, it is recommended to include as many different actors as possible. Different points of view are supposed to affect each other positively and shared solution-approaches should be developed.
Nevertheless, one unitary concept of community crime prevention doesn't exist. The approaches not only differ between countries but to some extent also between cities. However, it is possible to identify three main goals of community crime prevention: "

- […] the decrease of the objective risk of victimization, that means the risk to become a victim
- The influence on conditions which cause feelings of being threatened
- But also the enhancement of conditions of social development for the youth in the city: i.e. through reasonable leisure time facilities."[10]

So in the foreground of community crime prevention there is not only the reduction of the statistically measured crime, but also the enhancement of the citizen's subjective feeling of security. Furthermore the community crime prevention whishes to cultivate a rational handling of crime.[11] The following features are characterizing the approach of community crime prevention in general: "

- […]new is the insight that (cause oriented) crime prevention is more than a byproduct of i.e. social policy;
- new is the thought of comprehensive cooperation throughout the departments,
- new is the institutionalization of such activities (which are based on continuity),
- new is the citizens (voluntary) involvement in prevention and

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[8] Translated: Kolbe 2005, p. 13.
[9] Cf. Kube 1996, p.19f.
[10] Translated: Schwind 2010, p. 374.
[11] Cf. Jäger 1996, p. 40.

-   new is the groundwork of a criminological region-analysis."[12]

The cooperation throughout the departments is a very important aspect, because crime can be the result of different causes, as the following figure shows.
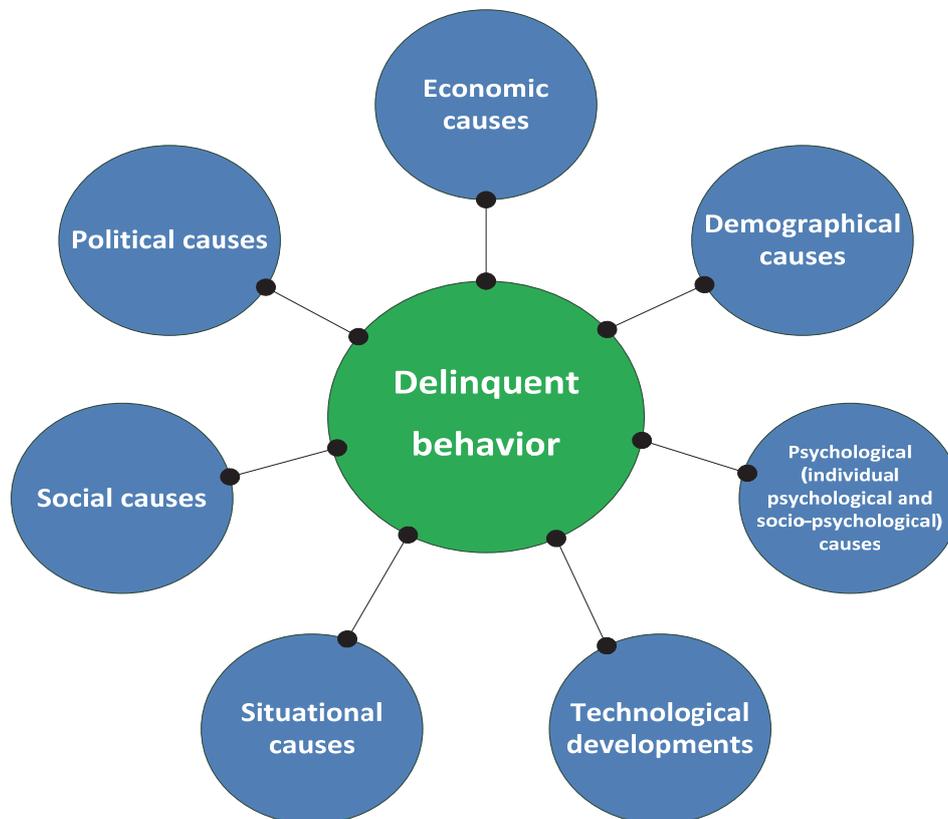
Figure 1: Causes of criminal behavior (source: Kaiser 1989, p. 224)

The principle of community crime prevention is accepted at a wide range and central demands and claims- community crime prevention as an exercise across society, community crime prevention as the mayors' duty, the involvement of citizens as a constituent characteristic etc. - are recited in styles of a textbook. However, the state of the art is also criticized, so that the spirit and purpose of community crime prevention is questioned in general, which can lead to undermining the work of the active actors. The critic mentioned in Germany is mainly based on the following points:

-   There are no clear concepts of community crime prevention;
-   Powerful pressure groups could pursue „Agenda Setting" and enforce their own interests with claiming to act under the concept of community crime prevention;
-   With an involvement of as many people as different as possible populist statements could become more relevant;
-   Community crime prevention advocates "security-hysteria"
-   Often there is no participation of citizens:
-   Central actors of community crime prevention don't participate or hold off with engagement
-   The wanted comprehensive cooperation throughout the departments is not realized;
-   Projects are often not realized, among other things because of missing financial resources;

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[12] Translated: Schwind 2010, p. 374.

- Community crime prevention is only a logo for activities which were already there before;
- There is missing prove of project-effects because of seldom conducting outcome-evaluation.[13]

Still community crime prevention is no universal remedy against crime. Tendencies and developments throughout the societies, for example the increasing unemployment or the expanding division into poor and rich, have an impact on the risk of committing crime. Though the community crime prevention is able to address these trends and find solutions to some problems, the state shouldn't deny its responsibility and pass the problems over to the community.[14]

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[13] Cf. Schwind 2010, p. 378; Hannuschka 2009, p.24 ff.
[14] Becker-Oehm 2010, p. IX.

This chapter is supposed to contribute to the formation and development of crime preventive committees at a local scale and to point out first steps on the way to institutionalization. It stresses out the basic questions. Who is the founder of a crime preventive committee? Why a committee is created and when is it reasonable to found a committee? How are first meetings supposed to be organized?

2.1 Foundation

Community Crime Prevention is institutionalized through committees, security-beiräten ("bei-rat" is similar to advisory council – translator's note), commissions of prevention, prevention steering groups etc. It is "[…] a mutual effort of the residents of the commune and urban dwellers as well as of communal institutions and police to decrease crime and fear of crime on a local scale."[15]

Before such a committee can be established, the following questions should be answered: "

- Is there an apparent local need for action in the matter of crime prevention, which could be dealt with in such a committee in order to find a solution?
- Is there a chance that detected problems can be solved in a better way than before when having topic based coordination and collaboration of several involved?"[16]

If these questions are not asked it could happen that a committee is founded without existence of concrete demands. A committee can indeed be founded without urgent demands, but then the will to commit is likely to be low, because in this case commitment doesn't seem to lead to any benefit. The committee would exist only for the committees' sake and goals would presumably be very abstract.

A better way is to have a concrete problem as cause for the foundation and as basis of further development. In this matter it is important to estimate the possibilities of a crime preventive committee as realistically as possible. Especially at the beginning it is crucial not to deal with problems which are unlikely to be solved. It is rather important to gain positive experiences together and to slowly develop the committee further.

In order to promote a crime preventive committee one should – if possible- fall back on experts involved in other crime preventive committees. Such an expert is able to make sugges-

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[15] Translated: Hermann; Laue 2003, p.72.
[16] Translated: Deutsches Forum Kriminalprävention 2005, p. 21.

tions about the foundation-phase and, that is possibly more important, can report on the committees' functions and value.

The following figure exemplifies the foundation-phase of a Community Crime Prevention Committee.
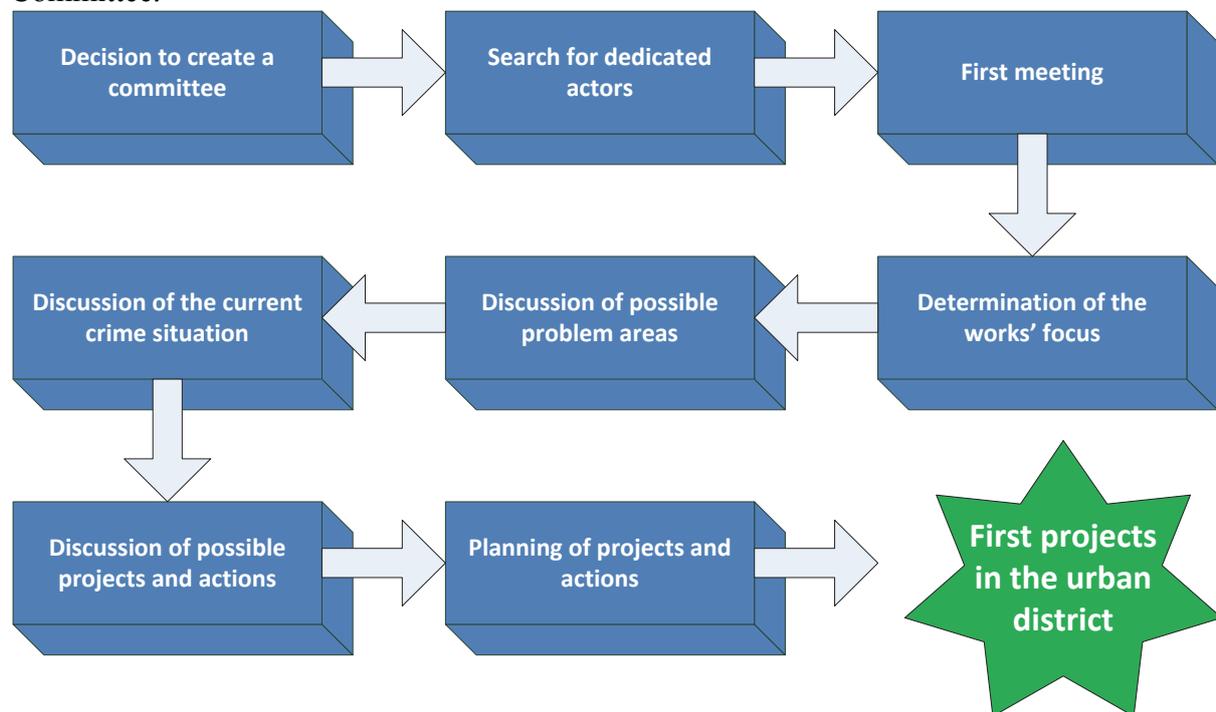
Figure 2: Foundation-phase of a Community Crime Prevention Committee (source: Kriminalpräventiver Rat der Landeshauptstadt Düsseldorf, p. 4)

The procedures of creating a security-concept in Baden-Württemberg in the nineties were similar: "

1. Initiation and foundation of a crime preventive Rat ("Rat" is similar to "board" - translator's note)
2. Finding problems through expert interviews and/ or a representative census
3. Compilation of a regional plan of the state of situation, including data from the police crime statistic, from censuses or expert surveys and analysis of further materials (like emergency calls)
4. Naming concrete fields of problems
5. Developing solution proposals
6. Realization through community, police and other institutions
7. Evaluation of the realization
8. Updating / determination of new projects"[17]

The impulse of initiation and foundation is usually given by the police. According to Albrecht this is a result of their interests. The police's duty is not only law enforcement but also crime prevention. "The police is almost the only social institution, which has to develop an institutional interest in crime and prevention."[18]

It is reasonable to get in touch with and include local policy at an early stage. The German Forum of Crime Prevention emphasizes the high value of communal offices and especially of the mayor in matters of Community Crime Prevention in a guideline. The guideline states that "prevention is the duty of the mayor" and that a close and strong involvement of communal

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[17] Translated: Feltes 1995, p. 14.
[18] Translated: Albrecht 2002, p.30.

decision makers is a necessary requirement for successful Community Crime Prevention. "As head of administration the mayor has the **possibility to cross departmentally implement propositions and suggestions of crime preventive committees in administration. Further more he documents the high value of crime prevention in the community, through which others might be motivated to work in a committee.**[19] In addition to that the mayor is politically elected and therefore is socially legitimized. This fact can support the work of a crime preventive committee.[20] Community politicians are able to be and indeed should be the driving force of institutionalization of Community Crime Prevention. Every relevant institution, organization etc. is to be invited to the first meeting. This makes it necessary to identify them as relevant first.[21] Here it is important that foundation and development of a crime preventive committee as well as the collaboration can't be ordered but should ideally evolve unconstrained. If this doesn't happen there is a danger of insufficient legitimation which can lead to a low acceptance of the committee.[22]

2.2 The first meetings

First meetings should be aimed at getting to know the self-concepts and expectations of participants. This is a crucial point because in crime preventive committees actors working in a variety of disciplines and work contexts get together. Every actor has her or his own point of view influences by different expert knowledge and resources. This fact is to put to use in a positive way within Community Crime Prevention.
Different positions should be openly explained and discussed in the first meetings so that the existing diversity has positive effects on the work and a mutual understanding comes to live. Here a gathering in which the several actors introduce themselves and describe their job, why they want to work in the committee, which experiences they have and what their demands from the committee are, might be helpful. Reservations people might have are to be dealt with. An opinion of an actor should always be listened to, respected and considered. Here the equality of every profession has to be ensured. In this context the actors' role in a committee should be clarified. Examples for those are:

- Contribution of specific capabilities like project management, network-development and –advancement, public relations etc.,
- Exchange of experiences, expert knowledge,
- Administration and/or coordination tasks
- Acquisition of third-party funds and
- Possibilities to provide resources.[23]

In these gatherings it could become evident that actors speak different "languages". A police officer talks in another way than a local politician, scientist or social worker. In this context Peter Walter points to possible obstacles of communication and following problems of understanding: "

Addressing the local administration in a target group orientated way is […] inevitable, police or scientific gobbledygook leads directly to speechlessness because the other side

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[19] Translated: Deutsches Forum für Kriminalprävention 2005, p.13.
[20] Cf. Europäisches Forum für die urbane Sicherheit 2004, p.66.
[21] See chapter 3.6
[22] Cf. Kolbe 2005
[23] Cf. Law Courts Education Society, 13.

doesn't understand. Because of this communicative barrier many good ideas failed before even being approached."[24]

In order to escape this problem a shared and understandable language has to be found or developed so internal communication succeeds.[25] The use of technical terms – also abbreviation are included here – are to be avoided. If they are used they should be translated into everyday language and/or explained. It should be considered that people might pretend to know technical terms. This is caused by the fear of attracting negative attention if other people seem to have no problems with understanding. In order to quell this fear at an early stage it should be mentioned at one of the first meetings that some technical terms might be used which are not understood by everyone due to the heterogeneous knowledge within a crime preventive committee

Another important point already mentioned here is the expectation of the person involved. It would be fatal if involved people believed a crime preventive committee could contribute to a lasting crime reduction in the shortest possible time. Although sometimes it is possible, the actors of a committee should estimate its possibility of influence realistically. This way, people won't be frustrated because there is not yet any measurable effect at the beginning. Frustration has not only a negative effect on the individual but also can influence the group and demotivate other actors.

2.2.1 Bylaws

After the first meeting it should be agreed upon a common working basis (basis of a contract, bylaws, preamble, statute etc.) as soon as possible, for this is crucial for the success or failure of the work. It is the foundation of following collaboration and provides the committee with structure. These agreements are obligatory and therefore to be adhered to. Parts of such bylaws usually are intended goals, target groups, the committee's range of topics as well as its organizational structure. The basis of a contract ensures that actions are binding. In the appendix you will find three examples of a working basis, which primarily vary in structure and goals of the council. With regard to the three working bases illustrated in the appendix, two dimensions can be distinguished from each other:

1. Goals of a committee
2. Structure of a committee

It is recommendable that members communicate and exchange their opinions of both dimensions at an early stage.

2.2.1.1 Goals

First it has to be decided on general goals the committee wants to pursue. Those should be as realistic as possible and if possible agreed upon and accepted by every member. In order to be successful it is helpful to approach a way where every member is able to participate.

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[24] Translated: Walter 1996, p. 29.
[25] See chapter 9.2.

Example: Development of common goals
In order to decide upon goals for a basis of a contract a small work group is created. Its' task is to develop a goal-catalog with which as many members as possible can identify. The catalog should be likely to attract other actors' who might then be willing to participate in the committee. The work group asks the participants to think about goals they regard as appropriate. These goals are to be written down and handed to the head of the work group. After that the work group inspects the goal-collection and examines where the main similarities are. With help of the goal-collection the work group works out a list of goals which is likely to be highly accepted and agreed upon. This list is to be sent to the member before the next meeting. At this meeting the final view on the list, discussion concerning the list and a vote are to be arranged.

With the basis of these goals and the tasks and composition presumably resulting from them, it has to be thought about how to structure the committee in an optimal way.

2.2.1.2 Structure of a council

Not every Community Crime Preventive Committee has the same organizational structure. This fact is already illustrated by the basis of contracts shown above. There are different models and approaches, which don't only differ from one country to another but also from Bundesland to Bundesland and even from one region to another. This is necessary because the structure of a committee should be orientated at local conditions.

A binding organizational structure should be established, because otherwise there is the risk of a committee becoming a pure "chitchat" without working goal orientated. In such cases committees mainly cost time and are of no advantage to its members. Presumably, members who hoped to gain more out of the work will turn their backs to it after a short time.

The following figure exemplifies the general structure of a crime preventive committee at communal level.
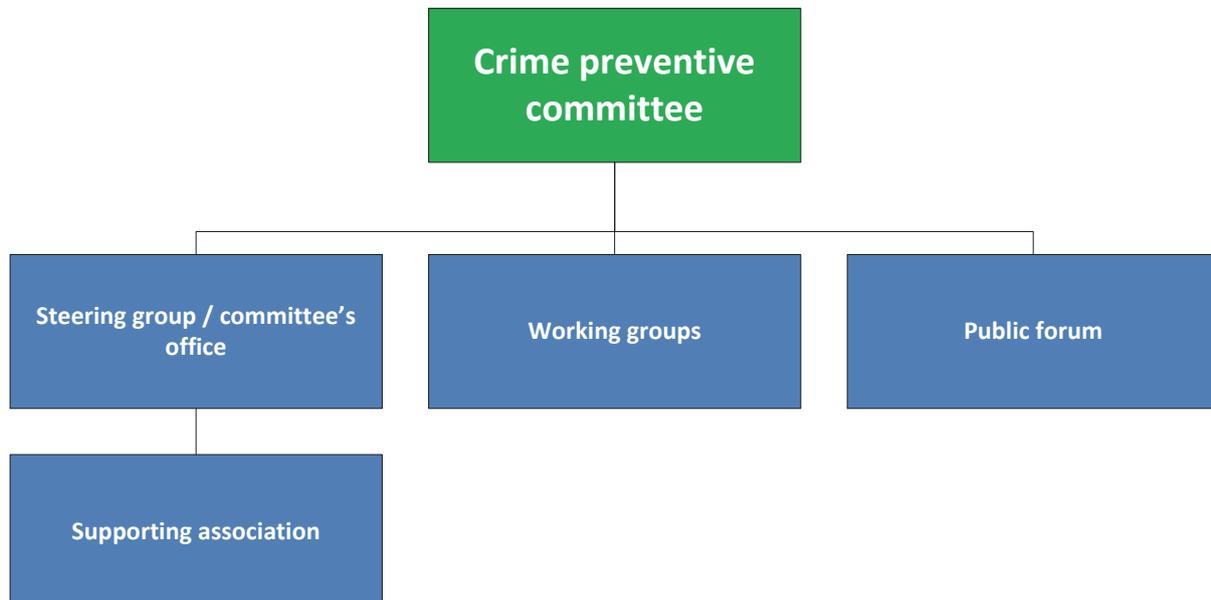
Figure 3: Example of a general structure of a crime preventive committee (source: modified: http://www.praevention-bw.de/download/gremium.pdf)

This structure is preferred and rated highly in Germany.[26] The distinction between one steering group and several working groups for example ensures the possibility of the committee's

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[26] Cf. Schreiber 2007, S.29 ff.

action. Without such a differentiation it can easily happen that too many people meet and necessary coordination processes take too much time, so that the committee is more involved with its inner workings than with its original goals.[27]

This may be sufficient if the committee is simply a forum of communication and exchange. If, however, the committee is supposed to be more than a forum for network meetings, an accordant structure has to be developed. On the one hand the exemplified committee has a relatively open structure with its public forum, on the other hand the necessary administrative leadership is ensured by the steering group or the committee's offices. In order to clarify the general structure with its certain elements and the different responsible people, it will be described further in the following.

- **Steering commitee / Committee's offices**

Goals:

- General goals of the steering group /committee's offices are administration of the committee, internal and where applicable external public relations, determination of the focus regarding to content and a lasting strengthening of social cohesion.

Constitution:

- The members of the steering committee /committee's offices consist of members of the committee.
- They are supposed to be elected democratically by the other members at a meeting. This method ensures the acceptance of as many members as possible.
- If possible the members of the steering group should have different professions, respectively work in different fields.
- Because of their capacity the members should have decision-making competences.

Working methods:

- The steering committee is supposed to meet on a regular basis, for example four times a year. In cases of special events or matters, further meetings might be reasonable.

Tasks:

- In order to prepare public meetings the steering group has to write an invitation, which contains standardized agenda items – an examination of the last meetings' protocol, a report about the current situation, reports from the work groups, developments in participating institutions, organizations etc, open questions. The agenda items can be expanded as needed.
- If possible the steering group coordinates the committee's work with the local politics.
- The steering committee ensures the evaluation of the work groups' activities.
- The steering committee establishes work groups and gets information about their development on a regular basis. For this, the responsible people of a work group are asked to report in a meeting of the steering group or in a public forum.
- The steering group decides upon a press representative, who represents the committee in public.

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[27] Cf. Frevel et. al. 2009, p.151

- In order to identify potential problems at an early stage, the steering group has to catch up on current developments in the district, for example with the help of police data concerning the current situation, social indicators or other statistics. That is the only way preventive actions become possible. Otherwise action will remain to be reactive.[28]
- In order to get profound knowledge in certain matters it might be advisable to invite experts to meetings of the public forum. These experts could be for example social workers, representatives of social security, police officers, scientists, members of nonprofit organizations etc.[29]

- **The working groups**

Goals:

- The working groups deal with the committee's focus with regard to contents.

Constitution:

- The working groups consist of members of the committee.
- Additionally, people can participate who usually are not present in the committee.
- It is advisable to involve experts whenever they could be useful.

Working methods:

- Every work group should decide upon a head of the group. She or he is in charge of coordinating with the steering committee / committee's offices.
- Decisions are made autonomously. However, the groups have to report on regular activities to the steering group.
- Public presentations must be agreed by the steering committee / committee's offices in advance.
- The work groups decide on their own how often they meet.

Tasks:

- Based on the focus set by the steering group the work groups are supposed to develop and process proper projects
- Work groups have to document their results
- If resources allow, the projects are to be evaluated by the work groups

- **Public Forum**

Goals:

- Increase motivation of the committees' members and encourage them to participate through public presentation of the committees' work.

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[28] Cf. http://www.dkr.dk/ftp_files/WEBDOX/PDF/dkr_mat_113.pdf, p. 8, last access: 02.09.2010.
[29] Cf. ibd., p. 9 f.

Constitution:

> The public forum consists of members of the committee and other interested actors.

Working methods:

> The steering group sends out invitations to the public forum on a regular basis and at least every six months.

Tasks:

- In the public forum selected results are presented to the work groups.
- Issues can be proposed and suggestions can be made in the public forum.

After having dealt with these important steps, concrete work according to contents has to be done. It has to be found out which recent topics are to be dealt with, respectively which topics call for concrete projects. Work of a committee should increase slowly but steady. It is not reasonable to start different projects at the beginning just because people's motivation and energy is very high. Those projects might not lead to the expected results, for example because there are not enough resources available or there is a lack of structure. Especially during the phase of initializing a committee the principle should therefore be: Less is more.[30]

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[30] Cf. Strauch 2001, p.3.

This chapter will deal with the issue of networking, which is central for the Community Crime Prevention. Initially, structural characteristics of networks will be introduced, followed by the clarification of the significance of networks. After that there will be a description of networking-obstacles and solution approaches concerning the mentioned problems. In this chapter, the necessary self-reflection of networks is facilitated through the instruments presented here.

Finally the chapter is completed by some notes about the contact with various network-partners, which are central for the work of the Community Crime Prevention.

3.1. What are networks?

Before discussing what networks are for and which possibilities they offer, it is important to define the term 'network'. Networks are a result of networking-processes.

> "A network contains the collaboration of the various executive, legislative and social institutions and groups in the formation and realization of a certain politic."[31]

While the term 'politic' here is understood as

> "[…] every form of influence and shaping as well as the implementation of demands and goals, be it on the private or the public sphere."[32]

This definition is also used by crime prevention committees. One Example is the improvement of the quality of live in socially deprived regions.

The contemporary society is increasingly differentiated. The different systems like politic or economy have each their own logics of action. Appearing problems are optimally solved through specialization. The living environment- which can be seen as one system- has been differentiated into operational islands because of functional and hierarchical barriers. This is illustrated by the following figure.

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[31] Translated: Bennewitz; Sänger 2001, p.78.
[32] Translated: Schubert; Klein 2006, p.230.

Living environment as a combination of experience

functional barriers   hierarchical barriers   operational islands
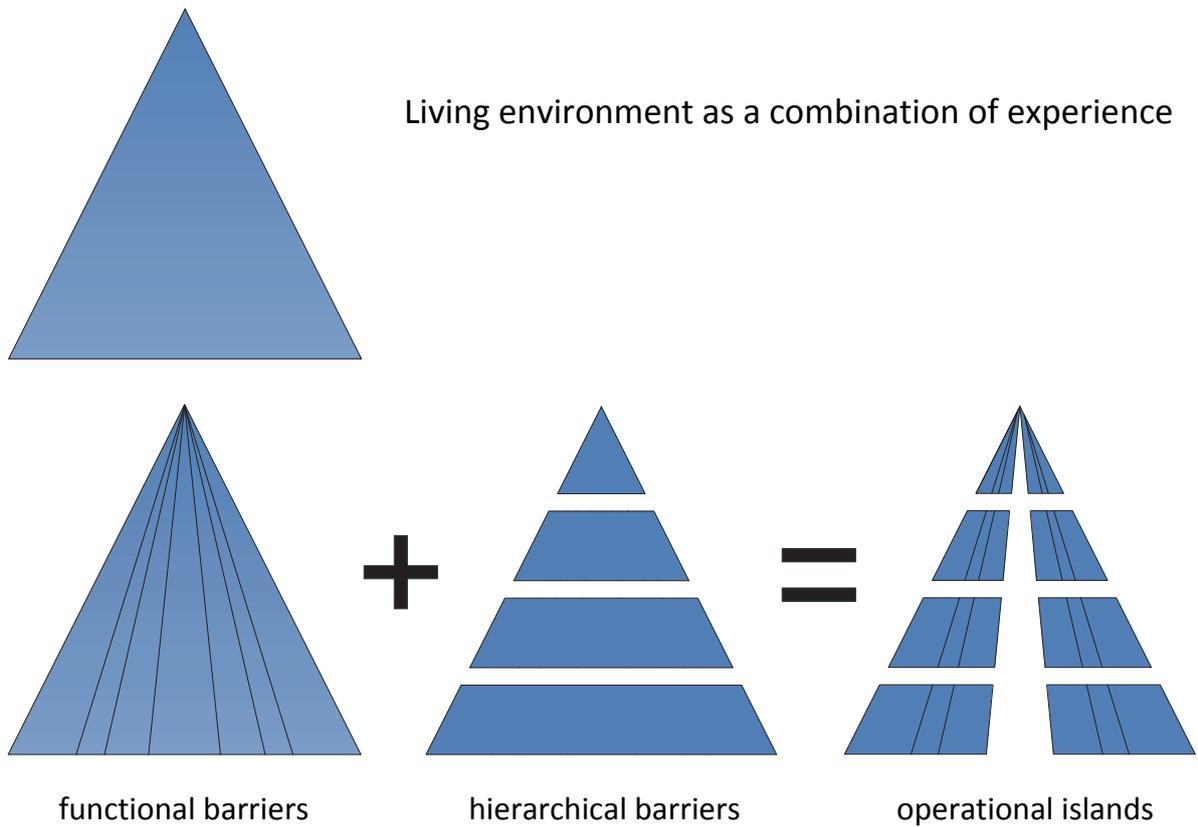
Figure 4: The living environment becoming differentiated into pillars and islands (source: Schubert 2007, p. 21)

In order to prevent these islands from acting separated from each other, an increased demand of cooperation and coordination is necessary. The separately acting islands are to be connected with each other so every operational island can benefit from the advantages of specialization. The following chart makes the complexity of this exercise clear:
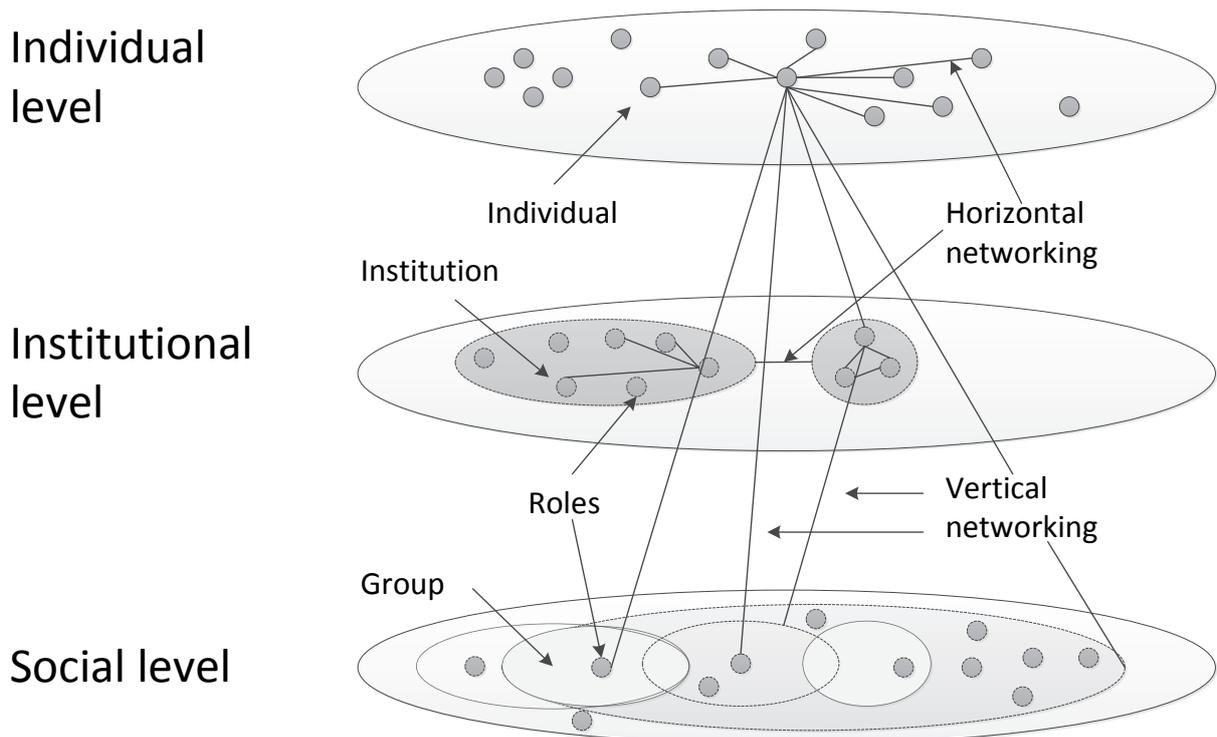
Figure 5: Networking-levels (source: Fänderl 2010, p. 579)

The networking inside and outside of individual, institutional and social levels can be horizontal as well as vertical. While with vertical networking the focus lies on developing level-comprehensive open communities, the horizontal networking tends to connect actors on the same level.[33] When a network doesn't only include the individual level but also the institutional one, it is called vertical networking. A horizontal networking however, describes networking on the same level. Networks can be identified with help of the following structural characteristics:

1. Cooperation
   - The actors in networks don't compete against each other. Instead, they try to realize shared goals through cooperation. On their own they either would have great problems reaching them or wouldn't be able to reach them at all. This means that, for example, providers of ambulant measures of diversion don't work in the logic of maximizing profit, but keep the focus on the clients' interests- their re-socialization.

2. Trust
   - For cooperation to be successful, a culture of trust has to be built inside networks. The following example emphasizes this necessity: In crime preventive committees, people from different fields of work meet. Partially, the information is meant to be for the committee only and is not supposed to reach the public. If there is distrust between the people, a negative consequence could be the refusal of giving information to the committee. Therefore distrust puts a strain on the networks work.
   It's important to know, that trust cannot be forced and instead is the result of a possibly very long process. Shared activities can enhance the strength of a shared identity and therefore increase trust. That's why they should be carried out regularly. Arrangements are to be adhered to, so the basement of trust is not jeopardized.

3. Self-Commitment
   - The actors in networks are supposed to advocate the networks interests instead of using the network for their own benefit. This aspect of self-commitment is strongly related to the structural characteristic of trust. If the trust in a network is jeopardized, the tendency to opportunistic action might be higher, because the actors suspect everyone of individually acting only benefit-oriented.

4. Reliability
   - The members of networks have to be able to rely on the cooperation-partners. If one actor takes on a duty, the agreements have to be fulfilled. Reliability is one part necessary to build a trusting relation.

5. Negotiation
   - Negotiation in this case means, that the interest of the network-actors are to be included in the daily work. The goal is to find shared positions and shared, stated goals. Negotiations therefore are not supposed to strengthen the own positions, to fulfill primarily the own interests or to blindside other actors.

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[33] Cf. Fänderl 2010, p.578.

6. Contract Law
   - In networks neo-classical contracts are effective. They are designed for a long-term collaboration and provide the network-actors with a high level of autonomy. Crime preventive committees use by-laws, preambles etc. as a basis of a contract. There is usually also discussed the structure of cooperation in a network.

7. Relation-Context
   - Relations in networks are supposed to be long-lasting instead of transient. This cooperation based on continuity doesn't imply, however, an intensive relation. In terms of crime preventive committees this means, that actors of networks try to reach their shared goals on a long-term-basis. Nevertheless, it is not necessary for every member to be involved in the realization of a project – however every member should be informed about activities. Thus the intensity of cooperation varies with each project. It can be higher or lower, depending on the demand.[34]

The difference between the institution-based and the cooperation-based concept as well as the mentioned structural characteristics are illustrated with the following chart:

institution-based concept		cooperation-based concept
competitiveness	⟺	trust
priority on institutional autonomy	⟺	identification of common interests
rigid division of sectors	⟺	flexible, interdisciplinary and department comprehensive action
isolated planning	⟺	mutual exchange of information and adjusting plans together
high costs of information and high insecurity concerning the planning of third parties	⟺	low costs of information and decrease in insecurities
development of concepts on the basis of individual knowledge	⟺	development of concepts on the basis of shared knowledge
working only with individual resources and competences	⟺	synergetic effects because of the use of many resources and the coordination of complementary competences
conceptions are designed specifically for certain stages without considering transitions between stages	⟺	conception-designs are based on mutual agreement and with considering transitions between stages
individual maximizing of profit	⟺	mutual maximizing of common profit
problems are ignored or shifted	⟺	capacities to solve problems are widened
actions are preferred to be orientated on norms and order	⟺	experimental action is possible

Figure 6: Institution-based and cooperation-based concepts in comparison (source: Bennewitz 2000, p. 9)

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[34] Cf. Sydow; Windeler 200, p.11ff.

In the institution-based concept, for example, planning takes place rather isolated, whereas in the cooperation-based concept information is exchanged in a mutual way and projects are attuned to each other. Furthermore, an option for experimental acting is given by the wider range of perspectives. To put these partially abstract characteristics into practice, there now follows a description of the benefits of networking for Community Crime Prevention.

3.2. Why networking?

Usually crime is not the result of only one cause. Instead, many elements determine crime. That's why crime is a rather complex matter. This complexity is for example noticeable when looking at the prevention-concept "Communities that Care", which has been developed in the USA and deals with problem behavior of adolescents. With regards to different risk- and protection-factors a local, long-term and department comprehensive strategy of prevention is developed. The risk-factors are divided into four categories:

- Family – four risk-factors
- School – three risk-factors
- Children and adolescents – five risk-factors
- Neighborhood/Area – seven risk-factors

The risk-factors include for example: Conflicts in the family, parents' approving positions to problem behavior, missing attachment to school or little attachment to the neighborhood and disorganization in a district. [35] Some of those risk-factors don't only have an impact on adolescents, but also –partially in a slightly different way– on grown-ups while promoting criminal behavior. These risk-factors are for example:

- Lack of social support
- Abuse in family or social environment
- Unemployment
- Lack of prospects
- Psychological diseases
- Lack of education
- Crime promoting environment[36]

To do justice to the whole range of factors and the involved complexity, crime prevention is understood as a society wide challenge. The knowledge of as much different actors as possible is supposed to be connected in order to give proper answers to the question of the developments' conditions.[37]

Erich Marks of the Landespräventionsrat Niedersachsen states in this matter: "

Crime prevention requires an interdisciplinary network. Central services and professional groups in regional and supraregional networks for crime prevention specifically include

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[35] Have a look at: Landespräventionsrat Niedersachsen (ed.), 2011: Communities that Care – CTC. Prävention in der Kommune. Zielgenau und wirksam steuern, download:
http://www.lpr.niedersachsen.de/Landespraeventionsrat//Module/Publikationen/Dokumente/CTC-Infobroschuere_781.pdf, last access: 11.07.2011.
[36] Cf. http://www.dkr.dk/ftp_files/WEBDOX/PDF/dkr_mat_113.pdf, p. 5, last access: 02.09.2010
[37] Cf. European Forum for Urban safety 2007, p. 5 ff.

the police, the justice system, schools, health care system, as well as juvenile and social authorities."[38]

This interdisciplinary network could for example consist of the following actors:
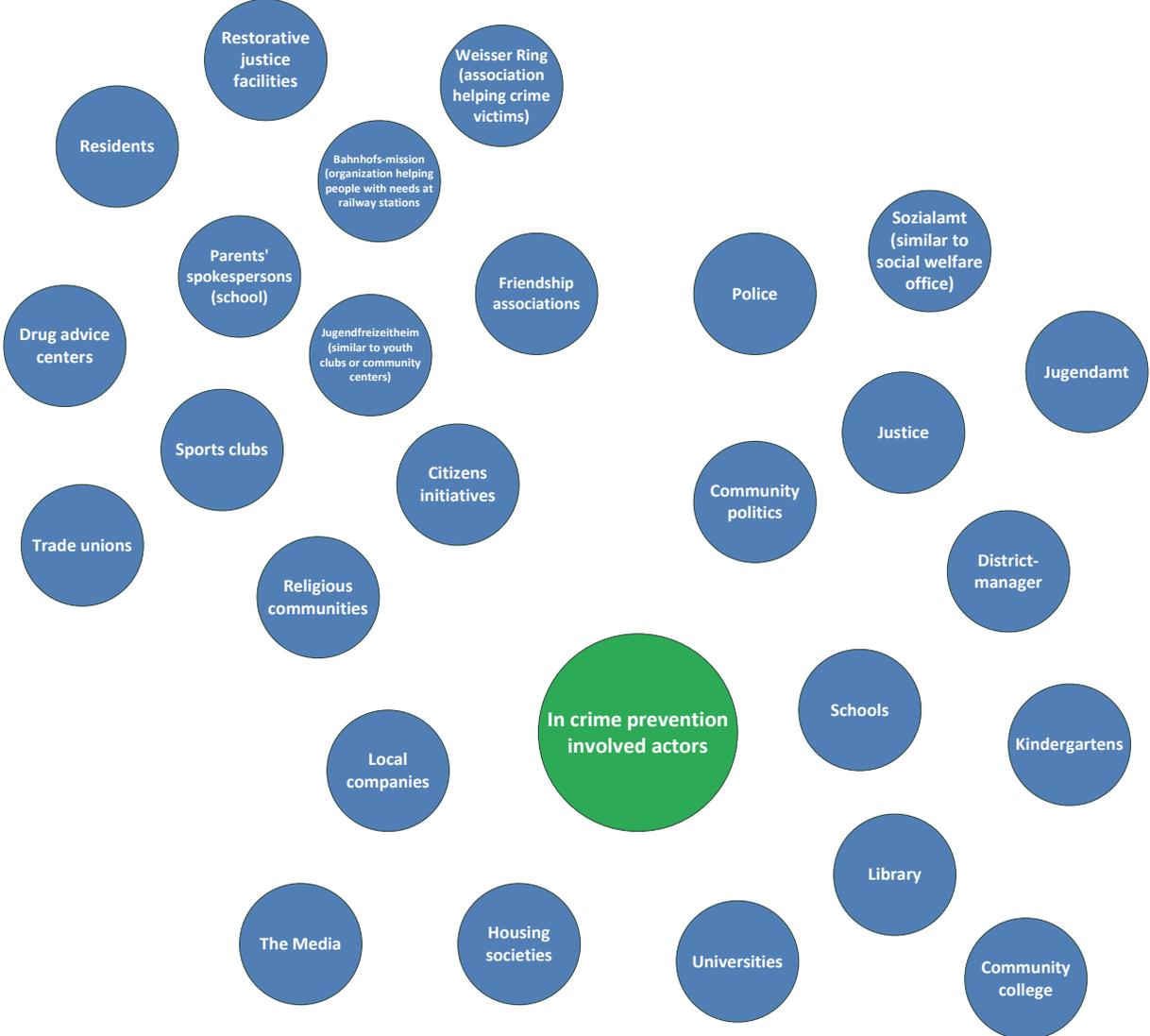
Figure 7: Actors of Community Crime Prevention (own illustration)

Barbara Gray summarizes the advantages of interdisciplinary networking and cooperation of crime preventive actors with their particular resources, expertise and points of view within the Communities as follows: "

      Collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible."[39]

This collaboration and the resulting synergistic effects are necessary and helpful, for some assignments prove to be difficult to solve individually or acquire high costs if dealt with by separate actors. Furthermore, networking helps to avoid double-structures and therefore to save resources. Some practical examples will clarify the positive effects of networks:

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[38] Federal Ministry of Justice 2010, p. 10.
[39] Gray 1989, p. 5.

Example 1

Up to now a crime preventive committee accesses mainly the publicly available statistics of the offices of law enforcement in order to get a better overview of the demands a district has. Those however don't allow making comprehensive statements about the crime-occurrence in a district because they are not differentiated enough to show information about particular districts. Connecting with the local police makes it possible to get a view at detailed statistics and therefore allows a planning of crime preventive action which does more justice to demands. In order to enrich these statistics also citizens of the district shall be surveyed. Because such a survey needs methodological knowledge the committee contacts a university nearby. Conveniently there is a student who wants to work on a thesis with the topic "Citizen-Surveys". Together with the student a low-priced questionnaire is developed. This is benefiting for the committee as well as for the student.

Example 2

The research shows a lack of leisure time facilities for adolescents. That's why a project with the topic of youth care is supposed to be initiated in a certain district. Though one of the network-actors knows about current support programs he's lacking the often necessary own resources as well as co-operation partners wanting to contribute to the project. Through networking he finds suitable co-operation partners willing to contribute money as well as personal services, who wouldn't have come across the support program without the knowledge of the other actor.

Example 3

Currently in a neighborhood – with a similar social structure and nearly identical problems – a project with a similar focus is put into practice by a crime preventive committee. Because of the fact of a long-term contact with the committee and of having developed and carried out various projects together, representatives of the committees introduce the project. Positive and negative experiences are integrated into the conception of and the application for the project. The project is being granted. Insights are supposed to be exchanged on a regular basis in order to optimize the procedure.

These three examples illustrate the necessity of networking within the Community Crime Prevention at a range as wide as possible.

3.3. Networking obstacles

Although or even because networking is a central factor for successful work in Community Crime Prevention, there are a lot of networking obstacles. Networking doesn't succeed overnight. It is rather understood as an evolutionary process. Especially in the beginning of network-activity a direct gain which exceeds the cost expenditure is rarely visible. Also the stabilization of networks has a high need for resources which is not to be underestimated.[40] There is a general difference between individual and structural networking obstacles. They usually bear reciprocal relation to each other. Structural obstacles have an effect on individual ones and individual obstacles on structural ones. Some central obstacles of network-activity are shown by the following chart:

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[40] Cf.: Knorr; Schmidt 2006, p. 62 ff.

Table 2: Individual and structural networking obstacles

Individual obstacles:	Structural obstacles:
- Missing perspectives of success - Missing approval/ prejudice of involved persons - Missing approval / acceptance of work - Missing commitment - Limited resources - Time	- Lacking acceptance of Community Crime Prevention in general - Limited resources - Finances - Little „Social capital" - Problematic work-structure - Unclear/missing competences - Permanent reforms - Frequent fluctuation of staff - Missing sustainability - Limited decision-competences of the involved people - One-way committee-composition - Missing available local role models - Too high degree of networking

A central problem of Community Crime Prevention is visibility – or more precisely: the often non-existent visibility – of activities. In some topics a high extent of endurance, stamina and frustration tolerance is assumed. This includes for example the handling of disorder-appearances – like litter pollution of public places. The attempt to solve those problems is often an endless battle. Many tasks are not approached on a short-term basis but take time. Because crime preventive actions are often not evaluated due to different reasons, it is difficult to trace effects back to certain projects and accordingly to use them as positive motivation or house advertising.

Missing commitment can have a similar troublesome effect. Just like in other contexts there are a few committed people part of crime preventive committees and a lot of followers. Depending on the character of active members silent followers are considered to be more or less troublesome. The own motivation can suffer if tasks are mostly taken by the same people, while others hardly participate or don't participate at all. It is important to mention that the "loudest ones" are not always the most committed ones; in fact the achievement doesn't have to be visible in a direct way. Quiet people for example can have a high fund-raising ability, which is not always noticed by other involved people and which could lead to the conclusion: She doesn't do anything, anyway.

One structural obstacle is the one-way committee-composition. For example, 90% of all people in crime preventive committees in Germany are working at the administration or at the police while some relevant actors like scientists or representatives of the local press are hardly or not at all involved.[41] That doesn't have to mean the last mentioned are not active in the matter of crime prevention or that they are not integrated in the network. However, the influence of people directly active in committees is higher than of network-partners with which one talks irregularly. A continuing and intensive communication is fundamental for a stable basis of trust. Through a direct integration a better flow of information is reached and other points of view as well as resources can be directly put to use.

A too high degree of networking can also have a negative effect. The more actors are networked with each other, the more time it takes to coordinate and the more resources are needed to stabilize the network. That's why especially in the phase of foundation of a crime preventive committee it should be considered not to network at the same time with all the actors deemed relevant. Otherwise an overload is imminent and it is for example not clear why and

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[41] Cf. Schreiber 2007, p. 40 f.

in which form – question of responsibility and authority – actors have been integrated into a network.

Another problem for the work of crime preventive committees is the Lack of "social capital". [42] Studies show that especially in major cities less "social capital" is available than in villages for example. This result is becoming particularly apparent when looking at the voluntary commitments. The smaller the city, the more people tend to do voluntary work.[43] If social capital is just available on a limited scale, only a few citizens might be inspired to work for Community Crime Prevention. So the work stays to be a consortium of professional actors and those, who are active in the field of crime prevention. The result could be a deficit of democratic legitimation.

3.4. Networking-suggestions

In addition to the mentioned networking-obstacles at the individual and structural level, there are factors of success on the same levels:

Table 3: Individual and structural success factors for networking (source: cp. Schulenburg 2003, S. 6 ff.)

Individual factors of success:	Structural factors of success:
- Coordinator of network as neutral and interdisciplinary as possible - Know-how in the field of forming networks and functioning of networks - Personal attitude/commitment of actors - Mutual respect - A lot of face-to-face contacts - Involved network-actors having a minimum of compatibility/basic trust - Actors trying to achieve win-win situation	- Putting aside local or organizational egoisms - Developing the basis of contract including responsibilities, field of duty and project aims as soon as possible - Main work is done by medium level of hierarchy - Basic funding - Concentration on consensus - Win-win situation - Information exchange between actors is working well - Shared memory of successful projects as positive experiences - Enough „social capital" available - Regularly reflection on the network, especially at the beginning of a projects development

One of the most important factors of success is the coordinator of a network. She or he should have a view as neutral and interdisciplinary as possible and should have a wide knowledge of local structures – or be willing to get to know them. Only then the acceptance of many net-work-actors can be ensured and accusations of instrumentalisation of own interests doesn't have any grounds. In order to detect and ease situations of conflicts a network-coordinator needs to entail not only networking competency but also experience and a high amount of autonomy, commitment and mediative abilities. He or she also has to ensure tasks of the net-

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[42] „Social capital" describes social relations. This social relations can be started consciously but often they are predetermined – for example the family, relatives ort he neighbourhood. Social capital is a resource that can be used. The quality of social capital, amongst other things, depends on the number of people one has social relationships with and on the abilities these people have. If all my friends are "just" mechanics I might miss a person who teaches me how to cook. Social capital has an effect on the informal social control. (cf. Abels 2004, p. 341).
[43] Cf. Bundesministerium für Familie, Senioren, Frauen und Jugend 2010, p. 26.

work being delegated justly and work is payed attention to by the outside as well as by the network-actors.

This aspect is highly connected to the factor of success „Actors trying to achieve win-win situation". According to the rational-choice theory a person usually weighs possible costs and benefits of an action, without this having to be a conscious consideration.
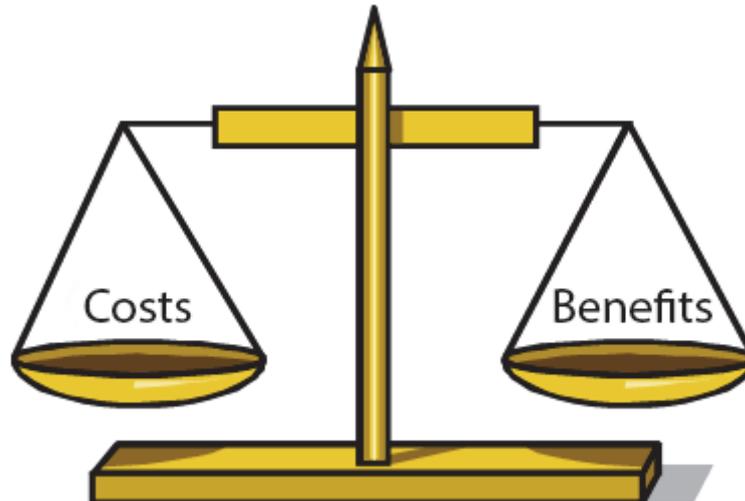
Figure 8: Costs and benefits in balance

For Networking to be a success, every single involved person within a network has to recognize its benefit on a regular basis. Without personal benefit - which can be defined quite different depending on the particular person - the motivation to commit to the network runs low. A person for example can attach value to public approval for his work. That's why it is important to report about the committees work on a regular basis. There are various possibilities to do so. If accommodations are suitable for that kind of thing an open house presentation for example can be good advertisement for crime preventive work and motivates already active members to involve themselves further. However, a retired person might primarily have the wish to contribute something to the common good, which is rather difficult without any projects at hand.

These two examples clearly show demands of involved persons being very different. They are to be integrated so that the cost of the individual is not higher than her or his benefit.

In order to fulfill the structural requirements for successful crime preventive work a basis of contract has to be designed at an early point of development.[44] The basis of contract is the foundation of a crime preventive committee. It stresses a committee's claim and characteristics and offers orientation for network-actors as well as for potentially interested people. Furthermore it can be used for third-party funding because it shows the committees direction to investors. A basis of contract agreed upon by every involved actor therefore is one, if not the central, factor of success for a network within Community Crime Prevention.

Another important point is the basic funding of crime preventive committees. Many committees are depending on third-party funding for not having an own budget available. However, for a committee this kind of funding always bares a risk of divergence in substance; for example if funds are only available for certain projects – youth crime for example – or if financial and political support is linked with demands of local affairs. This doesn't have to be a bad thing, because limitations actually can coincide with existing demands. Nevertheless, the goal should be to have a continuing and sufficiently high basic funding combined with the ability of flexible and autonomous work. At the same time the committee's staff configuration has to

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[44] See chapter 2.2

be ensured at least on a basic level. In an era of fixed-term employment contracts – which are not always helping motivation – keeping important staff like the network-coordinator should be made sure of and in case of imminent leaving of employee's replacement should be introduced to the work promptly.

Another relevant structural factor of success is a good and regular exchange of information between involved network-actors. Here, the success highly depends on the network-coordinator. Network-actors are to be regularly informed about the committee's activities and promptly about currant occasions – for example if responsibilities change or new project proposals are filed in the context of a new program. The result is that activities are noted and identification with the committees work is heightened within the members of the committee.

Some of the factors of success can obviously not be influenced directly. One of those is the availability of social capital. The amount of directly usable social capital can be very different. Especially people living in the countryside are more willing to participate voluntary than those living in major cities. That is problematic because crime usually appears more often in major cities than it does in smaller cities or villages. That's why crime preventive committees always have to consider the structural context they work in and have to set their priorities accordingly. The Lack of directly available social capital might be compensated through intensive public relations, security-surveys, focusing the work on the demands of the population etc.

3.5. Reflection-instruments

As illustrated in the general recommendation of networking, the network should be reflected on regularly and especially in times of concept-developments. This is necessary for successful crime preventive work. There can be used some instruments to determine the location of characteristics – like shortcomings and strength. These instruments often complement one another and therefore are to be used at the same time.

3.5.1. Resource-analysis

One possibility of reflecting on a network is the resource-analysis. With help of the checklist illustrated below the network can be judged under different points of view. It is not only worthwhile to establish an inventory of the actors integrated into a network and through that information to get an identification of demands, but also to inquire the specific abilities different actors have. Here, the advantage is, that abilities of members can be including according to the aim. For example an actor being experienced in handling the media and having conformable charisma can adopt this strength in the matter of the committee's public relation. On the other hand an organizationally talented person can improve the projects development and its process with her or his experience.

Table 4: Checklist for a resource-analysis (source: Eichler; Schirrmacher 1998 & Eichler et al. 2002, supplemented Buskotte 2004, p. 29)

Checklist for a resource-analysis
1. Involved and organizations to be involved
√ How many members does the network have?
√ How stable and flexible is the network? Loose informal exchange – strong and formalized structures etc.
√ Are all institutions and authorities necessary for success involved?
√ Who is in touch with representatives of the missing institutions?
2. Infrastructure
√ Which commodities can be used for network-meetings, work groups, mutual retraining?
√ Which communication features are already available?
3. Financial resources
√ Which institutions could give financial support?
√ Are there know-how and strategies which could help acquisition of donations and the like?
4. Time-budget
√ How many meetings and possibly additional work groups are there annually? How much time should the meetings take?
√ How many time will the organizational preparation and the follow-up work take?
5. Specific knowledge and competences
√ What is the network-members' specific knowledge of/experience with groups, conflict-management, project-management, public relations, fund raising....?
6. Taking specific interests in the focal points into account
√ Does our work satisfy the specific interests of the participants?
√ Is there a consensus with regard to content?
√ Are the participants' goals and values similar to those of the network?
√ Does the possibility of critical dialogues exist in projects and the network in general?
7. Cooptation of new members
√ Is the network generally open to new members?
√ Is there any (potential for) bilateral cooperation with people who could be recruited?
√ Do we know interested people? Is their work focused on the matter "xyz"?
Were our goals clarified again, after cooptation?

It wouldn't be reasonable though, to delegate work to actors who don't have the needed experience or talent. Because there are sometimes very different tasks at hand, which require a variety of abilities, a suitable actor is not always present. This especially is the case where committees consist of people whose backgrounds don't vary or where only a few people participate. In these cases it should be checked if members know other actors who have the needed competences.

A resource-analysis also takes the interests of the involved actors into account. In order to assure committee stability these interests have to be regularly considered and involved in the project. Otherwise actors might turn away from the committee. The best that could happen in such a case is them becoming silent followers while possibly contributing to the information exchange. But maybe they retreat from the committee completely or at the worst they disturb

the committees work and their destructive dissatisfaction -which arises if they don't communicate their demands- has a negative effect on other actors. If that happens exclusion is to be considered. However, the risk is limited if interests of the members are inquired on a regular basis and integrated into the work.

3.5.2. Networking-map

Another instrument of analysis and reflection is the so called networking-map. With a net-working-map network-structures and -demands can be illustrated in an easy way. Two of those maps are presented in the following. The first one was developed in context of an evaluation of a prevention committee. Participants were asked with which three actors they have the closest collaboration. The numbers 1-7 describe the frequency of mentioning. In addition the respondents had to indicate with which three actors they collaborate the fewest. From the given answers can be derived where connections to institutions are good and where it is necessary to work on closer contact.
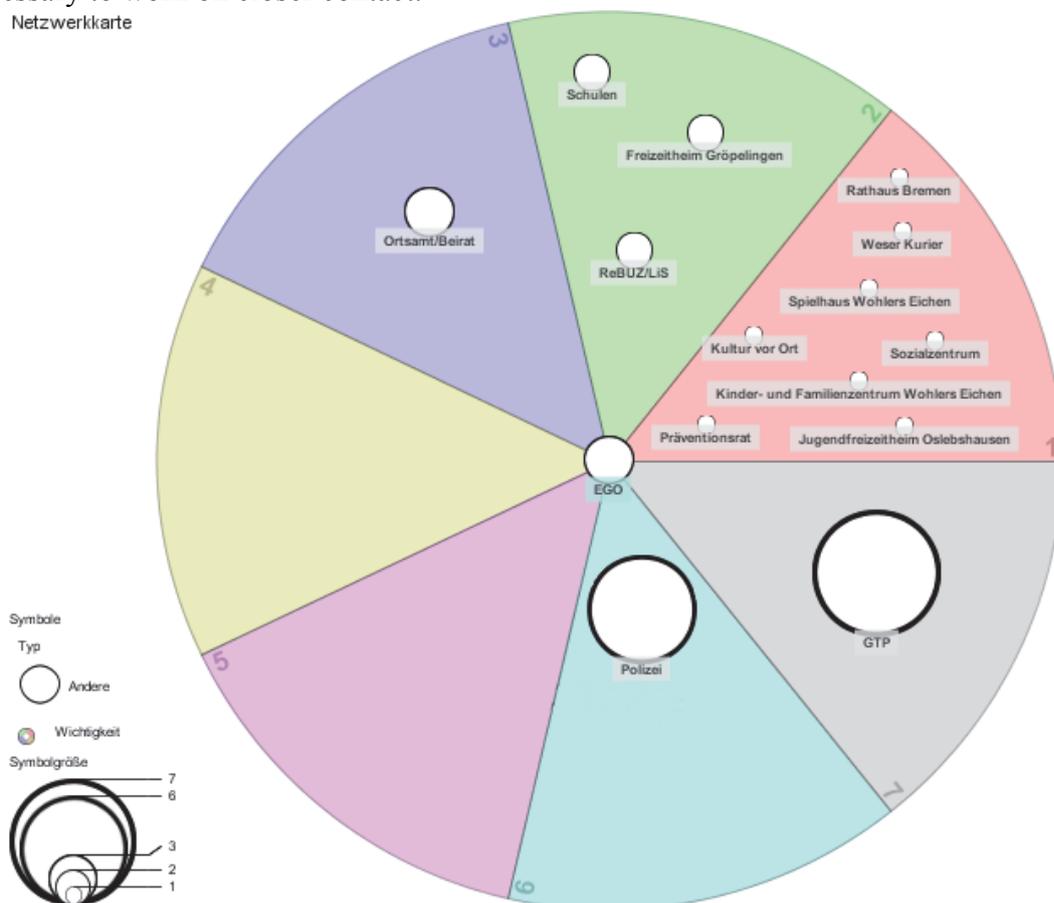
Figure 9: Networking-map - example 1

The second networking-map has a similar pattern. In contrast to the other map the second one illustrates how much contact to different fields of action there already is and how intense these contacts are. The center is surrounded by several circles which are divided into several sections. In this case the sections are offices, law enforcement agencies, associations, NGOs, commercial enterprises and the media. The different sections now are filled with content, for example with different associations active in a district. Every small circle represents one association. The closer a circle is situated to the center, the better the networking with this association is estimated. On the other hand this means the higher the distance to the center, the worse the networking is estimated.
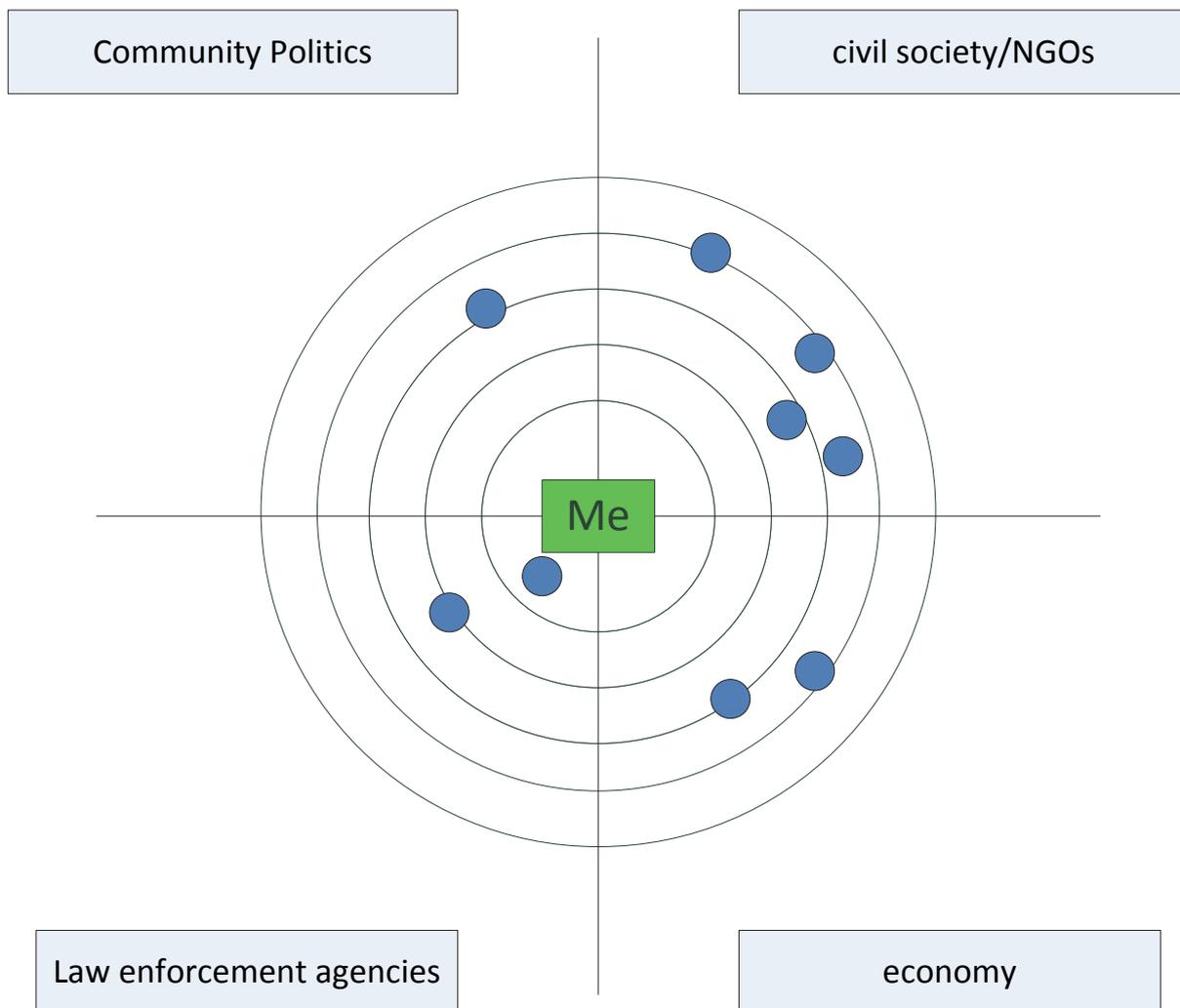
Figure 10: Networking-map - example 2

The center of this kind of network-map always represents the own person/institution/organization. A great distance to other actors doesn't have to be a bad thing per se. There is no necessity for a perfect integration of every actor into a network. For example if there is a work group wanting to work on a project with the topic "crime prevention in public transport", the group-members should be connected to representatives of the public transport, while this kind of connection should be less relevant in a work group with the topic "Theft at retail". Therefore the networking sections have to be developed in context of the demands. This also has to be taken into account while evaluating the results of networking-maps. The following examples clarify the internally orientated use as well as the external orientated use of networking-maps.

Example 1
The network-actors are asked to fill out a networking-map in order to get better knowledge of the network-structure of a crime preventive committee and to discover possible differences between network partners. After that the maps are systematically analyzed. The analysis shows that the networking with a specific office is judged rather badly. The committees' steering group now addresses the problem publicly in the next meeting and new ways of better networking are discussed.

> **Example 2**
>
> A crime preventive committee wants to carry out a project with the topic "violence at school". In combination with a resource-analysis –which clarifies, which actors are to be integrated into the projects' development at all costs- a networking-map is created. The map shows that a networking with relevant actors – like parents' spokespersons and presidents of the student body- hasn't happened yet. The map shows rather few contacts in this direction but also that one member has close contact to the school sector. With help of this contact the actor now shall seek the dialogue with parents' spokespersons and presidents of the student body.

3.5.3. Name generator

Another possibility to find out which groups aren't accounted for in the network but would be helpful or even necessary in order to be successful is the Name Generator. With the help of questions relevant persons shall be identified. On the basis of the Name Generator by McCallister and Fischer[45] the participants could for instance be asked the following questions:

- Who are the victims of crime?
- Who are potential victims of crime?
- Who is able to provide political or financial support?
- Who can have a share in the success of projects?
- Who is generally interested in the topic of Community Crime Prevention?
- Who is already active in the field of Community Crime Prevention?
- Are there representatives of different religions involved?[46]

The answers help to discover networking-gaps and to identify relevant actors, who need to be integrated. The list of questions is supposed to be flexible and should be adapted to the actual demands.

3.6. Networking/Collaboration with specific groups

After some general advice concerning procedures of networking, it will now be talked about networking with specific groups. At the beginning of every chapter the importance of the group will be made clear and networking-obstacles will be described. After that, remarks concerning the specific groups will follow.

3.6.1. Networking with Citizens

According to experts citizens are indispensable actors of Community Crime Prevention. Markus Kober of the European Center of Crime Prevention describes the value of civic commitment as follows: "

The members of the community are challenged to commit to the success of crime prevention by participating in committees' processes of goal- and demand articulation, by actively creating neighborhoods, being willing to courageously advocate the communication of norms in public or by influencing structures of crime-opportunities etc. […] So the citizens' participation is a constitutive characteristic of the Community Crime Prevention approach."[47]

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[45] Cf. McCallister; Fischer 1978, p. 131 ff.
[46] Cf. Law Courts Education Society, p.12.
[47] Translated: Deutsches Forum Kriminalprävention 2005, p.9.

Civil Society also is important according to the "Saragossa Manifesto".[48] The first claim mentioned in it is: "

Safety is an essential public interest, closely linked to other public goods such as social inclusion and the right to work, to health care, education and culture. Every strategy using fear is to be rejected in favour of policies furthering active citizenship, an appropriation of the city's territory and the development of collective life. Access to other rights also favours the right to security."[49]

Although the value and necessity of civic participation in Community Crime Prevention is emphasized by many parties, empiric observation shows that there is not as much civic participation in Community Crime Prevention as wished for. Civic participation rarely exceeds declarations of intent. An analysis of 2005/06 titled "Lokale Präventionsgremien in Deutschland" (local prevention committees in Germany) and conducted by Verena Schreiber comes to the conclusion, that the integration of citizens into the development of crime preventive committees only plays a marginal role. Only 25% of the smaller committees -less than ten involved people- are citizens, while in bigger committees the number increases to 70% - 20 people or more. At the same time crime preventive committees reported a positive development if citizens are integrated into the work. According to them the committee's activity increases as well as efficiency.[50]

It is likely these numbers are the result of various causes. One of them could be that crime preventive committees may not be as attractive as other voluntary work, for example coaching a football-team or something alike. Crime prevention deals with problems, which most of the time are not easy to solve and quick positive results are unlikely to occur. One might raise the question why to spend the rare spare time with solving problems, which don't necessarily concern the individual. Another reason for minor civic participation could be the problem of missing social approval, critical remarks or even disapproval of supporters. Collaboration with offices -especially in the field of law enforcement- is not always accepted. Sometimes problems are solved among one another instead of involving authorities. If an acquaintance is involved in a crime preventive committee one might not be so sure about what information is passed on to it. There might be the fear of discovery if a person has done something illegal like infringement of copyright or violation of the narcotics law. There could even develop a feeling of latent surveillance. If an acquaintance tries to misuse the committee for personal benefits -"There are always kids at my front door"- his or her reputation usually suffers. These few examples already are enough to show that integration of citizens often means a deficit of legitimation. What interests do they argue for in committees? On behalf of whom do they speak? How should their statements be valued? In what way should their statements be considered? These are the urgent questions a committee has to deal with, for citizens are able to contribute to the success of crime preventive work in various ways:

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[48] From 2. to 4. November 2006 the European Forum For Urban Safety arranged a conference in Saragossa. The participants in the Saragossa Conference adopted the Saragossa Manifesto on urban safety and democracy.
[49] European Forum for Urban Safety 2006a, p.1.
[50] Cf. Schreiber 2007, p.45 f.

Figure 11: Possibilities of civic involvement in Community Crime (source: Frevel et al. 2008, p. 144)

Citizens are for example able to contribute something to social control. This can happen in an informal way or citizens can be security partners. Especially local residents can provide the committee with information because of their extent knowledge of the social proximity. They also can point to problematic developments within the district and therefore set topics and demands relevant for crime prevention on the agenda.

However, they are not only useful in matters of agenda setting but are also able to contribute to work groups and steering groups.

In addition to the before mentioned it should be tried to involve groups/people into the work, who are considered to be the "target group of crime preventive action". The involvement of these people provides new perspectives and strategies of problem solving. Altogether the integration of citizens can lead to crime prevention and a decrease in fear of crime.[51]

In order to achieve this goal some aspects have to be considered. It is reasonable to assume that composition and structure of crime preventive committees have a great effect on whether and in which way citizens has the possibility of participating actively. An example of involvement could be participation "only" in work groups and without having a say in the steering committee. There are two different forms of involvement. Citizens can be involved in a project-based way, for example in work groups specially created. After the work is done they leave the committees or might contribute to another work group. On the other hand they can be involved in an institutional-based way. That means they contribute interdisciplinary, like in management, steering groups etc. and act on an equal footing with the mayor, the police and other offices. With regard to long-term involvement of citizens, Marcus Kober points out the difficulty of piquing citizens' interest in active collaboration in Community Crime Prevention. According to Kober one obstacle is the institutional involvement of interested people into committees.[52]

The reason for that obstacle seems to be that some committees have great reservations against integrating citizens. They claim citizens would have too little knowledge of the matter, structure and acceptance of the committee would suffer, the committee would degenerate to a "chitchat-meeting", citizens would center on their own and individual problems and interests and if citizens are involved one could no longer talk frankly because one is not any longer "amongst oneself".[53]

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[51] Cf. Steffen 2008, p. 58.
[52] Cf. Deutsches Forum Kriminalprävention 2005, p. 10.
[53] Cf. ibd., p. 10; Hannuschka 2009, p.108.

In this context the Kriminalpräventive Rat (Crime Prevention Council) of Düsseldorf recommends the initiation of Community Crime Prevention Committees without civic involvement. The bases of the committee are representatives of politics, police and administration. After the committees' structures are defined it will be gradually opened to citizens and various institutions in order to live up to public demands of Community Crime Prevention.[54]

This course of action bares the risk of citizens only being able to participate, if they are needed by the political parties responsible, so presumably when projects get into the phase of realization. In such cases citizens might feel ignored and motivation might be little. It also might be more difficult to overcome one's inhibitions because there are already fixed structures and citizens might feel like strangers when they are supposed to be integrated into an already existing group. Thus it seems to be more reasonable to integrate citizens and their demands at an early stage, when a crime preventive committee is created.[55]

One possibility to avoid missing legitimation of specific citizens is the election of a representative of citizens. In this sense residents are to be considered to be a community of interests, which regularly chooses an official representative. In the committee the representative voices demands of the local residents and functions as a direct mediator between committee and citizens. Such an election is able to legitimate and strengthen the representatives' position because he or she doesn't pursue only his or her own interests.

At this point it should be considered that some fear, like the fear of missing expert knowledge, is justified. For example, it is not surprising that citizens usually are no experts in administration procedures. But it is also doubtful that the usual members of crime preventive committees always know administration procedures of other offices. Maybe crime preventive actors want to hide their own shortcomings from citizens. But especially the formation of a crime preventive committee is also a possibility for people to meet at eye level as well as to point to procedures and the necessities they involve. This transparency might also change some unrealistic expectations on the part of citizens into more realistic ones. In addition, the question has to be asked why citizens should have expert knowledge in order to contribute to crime preventive committees. After all one of the advantages of crime preventive committees is to connect different professions so that members with their different knowledge and perspectives can learn from/influence each other in a positive way. Therefore a citizen shouldn't be considered to be just a "citizen", but a person with many competences, achieved for example through his job. A project-leader of a middle-class company has vast knowledge in the field of project-management and presumably possesses social competences. That is why his work can definitely have a positive effect on the committees' work. So citizens shouldn't be considered to be unknowing "troublemakers", but to be able to bring forward the committee.

Table 5: Possibilities to get citizens interested in work of crime preventive committees

Possibilities to get citizens interested in work of crime preventive committees
• Involve citizens at an early stage and not only if there is a demand for them
• Consider citizens to be equal actors and offer possibilities of participation
• "representative of citizens" has to be elected democratically and pursues the interests of residents
• No "pseudo participation" of citizens in order to legitimate the committee[56]
• Provide possibilities for retraining and qualification with topics like "actions of administration" (not only for citizens) – find a common language[57]
• Aim the committees' work at the direct living environment of the actors – work on matters which benefit the social environment[58]

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[54] Cf. Kriminalpräventiver Rat der Landeshauptstadt Düsseldorf, p. 5.
[55] Cf. Schwind 2010, p. 382.
[56] Cf. Landesrat für Kriminalitätsvorbeugung Mecklenburg-Vorpommern, p. 8.
[57] Frevel et al. 2009, 156 f.

- Offer incentives for voluntary work on a long-term basis
- Address citizens through NGOs
- Good public relations should appreciate activities and will interest people in the work
- Determine the opinions of residents on a regular basis, for example through:
    - web page (contact form)
    - Open-space-events /future workshop
    - „consultation-hour"
    - Discussion forums (regularly or at occasions)
    - open day
    - Comments in local newspapers
    - Security surveys[59]

Offering incentives is especially wise if a committee is constituted without any participation of citizens. A good example for such an incentive is the "Ehrenamtskarte" through which the owner gets privileges like reduce prices in local establishments.

Figure 12: „Ehrenamtskarte" in Niedersachsen and Bremen (source: modification of http://www.soziales.bremen.de/fastmedia/12/EAK-Karte_Bremer_Entwurf.jpg, last access 17.08.2012)

If citizens who are willing to participate in crime preventive committees are hardly found, it is, according to Steffen advisable to turn away from the thought of a „citizen without function". According to Steffen in this case it would be better "

[...], for the in the committees of the community crime prevention participating representatives of involved authorities, organizations, institutions, associations and other groups, to communicate and implement the topics and results of the counseling and project work in their group in a more consequent and systematic way. That way the representatives would work as a multiplier of „institutionalized" crime prevention for dedicated citizens."[60]

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[58] Cf. Deutsches Forum Kriminalprävention 2005, p. 33.

[59] Cf. Congress of Local and Regional Authorities of Europe 2002, p. 39; Rat für Kriminalitätsverhütung des Landes Schleswig-Holstein 2003, p. 31.

[60] Translated: Steffen 2008, p. 58.

It is reasonable to provide a possibility to contact the committee, so that citizens can for example express wishes with regard to topics or point to problems.

3.6.2   Networking with politics

In the guideline of the German forum of crime prevention the importance of the communal authority and the mayor in particular is pointed out. It states that „prevention is the duty of the mayor" and that the close collaboration of communal decision makers is a necessary requirement for successful community crime prevention.

„As the head of administration the mayor **has the possibility to implement proposals and recommendations of crime preventive committees cross-departmentally**. Furthermore the mayor reports about the importance of crime prevention in the community which makes the participation of third parties in crime preventive committees more likely."[61]

Furthermore the mayor is politically elected and therefore has the benefit of some social legitimation, which supports the work of a crime preventive committee.[62]
Additionally the mayor is well versed in his or her local jurisdiction, usually he or she is well connected, can take part in the decision making concerning the distribution of resources and is able to campaign for interests of community crime prevention supraregionally. When a mayor or other local politicians lobby for the topic of crime prevention, they do something for the common good, because a good feeling of security and a low crime rate are indications for a high quality of life. In Germany one of the political duties is the maintenance of public security in terms of danger defense. If a committee is well connected and has high quality, local politicians can use it as an additional tool for gaining information or for developing solution strategies and therefore become able to widen their range of action.[63]
The mentioned advantages should be obvious. Without supervision and support of the mayor and other representatives of local authorities it is likely to be difficult to develop and establish crime prevention in a community. Therefore political decision makers should be involved in community crime prevention. However, it has to be considered that the significance of mayors varies according to the different European countries.[64]
In 1996 Kube already discussed the involvement of local decision makers. According to Kube community crime prevention is not always a pleasant task. This opinion is a result of the difficulty to merchandise crime prevention. It is hard to advertise prevention of crime, especially because oftentimes (even today) an evaluation of crime preventive projects is not done or the achievements don't get obvious until a certain time has passed and responsibilities have changed. The success might be attributed to other people.
Furthermore criminal policy not only deals with the objective security situation but also with the feeling of security. Improvement of the feeling of security is often called for, though the decision makers can't always meet those demands.

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[61] Translated: Deutsches Forum Kriminalprävention 2005, p. 13.
[62] Cf. Europäisches Forum für die urbane Sicherheit 2004, p. 66.
[63] See: http://www.lueneburg.de/desktopdefault.aspx/tabid-137/430_read-13891/, last access: 27.11.2011.
[64] Cf. ibd., p. 19 ff.

Example: Security feeling of older people
The average feeling of security of older people is lower than the feeling of security of other age groups. However, they usually become victims less often. The feeling of security doesn't reflect the risk of becoming a victim of crime. It is not enough to point to crime statistics which show another picture. It is similar to the fear of flying.[65] Because of these different factors it is not easy for a local politician to improve the feeling of security. It requires the work in several different fields, while not every field is controllable (like for example the press coverage of crime).

If communal politics deal with this topic, the pressure to succeed occurs quite fast. If politics fail in this matter it has a rather negative effect on the image and jeopardizes the reelection. Therefore it is risky to assume that crime prevention is an important part of communal politics. One problem in this context is the bad financial situation of communities. It is difficult to offer resources for community crime prevention when at the same time public swimming pools, libraries and other social facilities have to be closed. With regard to this Franz and List stated that the best criminal politics equals good social politics.[66]

Another problem is that there is often not much time available. This can have a negative effect on the dedication of local decision makers. If they think the benefit of crime preventive committees is small -for example if no concrete actions are discussed or developed- it is not likely that they are willing to participate in a pure „chit-chat", because other tasks will be prioritized. Furthermore it should be considered that involvement of the mayor and local politicians might be counterproductive. It does actually happen that the mayor and local politicians are not fond of the idea of a crime preventive committee and thus don't want to collaborate, are skeptical concerning the work of the committee or even sabotage it. It is also possible that these politicians only follow their own interests. This isn't bad per se, at least not until personal interests run counter to the committees' interests. When there are political discussions in the committee it is important to remain objectively.

If mayors or local politicians decide not to participate it is not a reason to decide against establishing a crime preventive committee, although the motto „crime prevention is the duty of the mayor" still applies. In this case some things might be more difficult, but the mayor or other politicians might get involved after first successes become visible.

Table 6: Factors which bring the involvement of responsible parties forward (source: cf. Feltes 1995, p. 22)

Factors which bring the involvement of responsible parties forward
• Small costs of participation: Political responsible parties have to benefit from participating in crime preventive committees. Costs – for example work load- should be lower than the benefit – for example a better image-, because otherwise motivation suffers. It is for example not necessary that the mayor is directly involved in the work groups' development of projects. However projects should be discussed mutually. The function of the mayor or other politicians should mainly be representative and integrating in order to campaign for the crime preventive committee.   • Giving examples: positive experiences of communities nearby can clarify the benefit and relevance of community crime prevention.   • High crime rate: The higher the crime rate the worse is the effect on the image of the community. Citizens lodge complaints with responsible parties. At worst shops close and citizens move away. Political responsible parties don't want to let this happen.

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[65] Cf. Schewe 2006, p. 322 ff.
[66] Cf. Kube 1996 et al., p. 18 & Hannuschka 2009, p. 92.

3.6.3 Networking with the police

The police is an important actor of community crime prevention. The police often takes the initiative in establishing a crime preventive committee. This is mainly caused by legal provisions – the police has the duty to take repressive actions as well as preventive actions.[67] It is involved in almost every committee and has many resources available which can contribute to the success of crime preventive work. This includes for example information about crime focuses, which is integrated in a crime atlas – which also covers social indicators-, criminological knowledge, criminalistic knowledge and staff. Usually the police is well connected, well informed about current developments and continuously exchanging experiences with other local authorities.

Because the police is already taking part in most of the committees a section about networking with the police might seem strange. However, there are several aspects which have to be considered when dealing with the police in networks of community crime prevention.

Because of its high participation in crime preventive committees the risk of a dominating police is often discussed in the specialist literature, another problem however has been rather disregarded.

Namely there is the risk that the dominance of the police is used to get rid of the own responsibility. People might think: The police will work it out. This reluctant behavior can have a negative effect on the police's motivation, because one might get the impression problems have to be solved by the police with little support or help from the outside.

Because of this risk it is crucial to distribute the responsibilities and tasks fairly among the members, while the police should be viewed as an important partner and should always participate in crime preventive committees.

Table 7: Factors which bring the involvement of the police forward

Factors which bring the involvement of the police forward
• Clarify responsibilities: The police participates in many crime preventive committees and functions as initiator and catalyzer. The police has to make clear what its functions are, which tasks it can deal with and which tasks it has to cope with because of legal provisions. Because it can't be assumed that the police is able to solve complicated problem on its own, the police shouldn't always be held responsible. This has a negative effect on the dedication. Instead the police should be viewed as an important partner in the field of crime prevention. Actors have to support each other mutually. • Appreciation: Police work changes. Today the polices' acceptance and relevance of preventive approaches is heightened. This new focus has to be reflected in the reward of police officers dedicated to community crime prevention. Promotion prospects have to exist as well as a flexible work structure.[68] If there are no such incentives it is unlikely that police officers work in this field on a long-term basis. If the incentive is too small, a motivated police officer will look for another task and officers who are not as motivated will participate in crime preventive committees.

3.6.4 Networking with public institutions

Additionally to the groups mentioned above it is important to involve departments/authorities of the (communal) administration, like the youth welfare service or the public health department. These institutions have expert knowledge at their disposal; they have decision-making

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[67] Schreiber 2007, p. 34.
[68] Cf. Feltes 1995, p. 23.

authority and are versed in the communities' structure (for example distribution of unem-
ployment etc.).[69]

Not every authority shares the opinion that it can take an important part in community crime prevention. Instead, it is believed that crime fighting and crime prevention is the responsibility of police and justice. Accordingly, motivation to participate can be very low. It can happen that information relevant for development of crime prevention strategies is not shared because of reservations. Oftentimes authorities exchange information anyway. However this doesn't happen in a formal but rather in an informal way. This raises the question who has which information available. A person who has close contact to representatives of authorities is more likely to get information than for example a person who just started to participate in the committee. An imbalance of information occurs. Not every actor can benefit from the knowledge which is technically available. In order to avoid this problem it should always be clarified which data is used with which purpose and it should be pointed out that the data is not person-related.

Furthermore it can be reasonable to let „neutral" institutions initiate project without giving them the title „crime prevention". That way dominance of single authorities or the impression of such dominance can be defused or prevented.

Generally the participation in a committee should be voluntary. Cooperation and dedication cannot be ordered. If representatives of the authorities have to participate in committees against their will, for example because the head of a department is under crimino-political pressure, this can have a negative effect on the committees' work.

Table 8: Factors which bring the involvement of public institutions further (source: cf. Deutsches Forum Kriminalprävention, p. 8 ff.)

Factors which bring the involvement of public institutions further
• Agreement on shared goals at an early stage
• Clarification of the different positions
• The head of the committee should clarify on a regular basis in what way the involved authorities benefit from their participation and what positive contribution they make – that way it is pointed out how meaningful the participation is.
• Each institution should have equal importance
• All the different positions, opinions, responsibilities, legal provisions, functions and goals should be respected.
• The involved institutions shouldn't try to force their views on the other involved institutions
• Voting on which information is relevant at which time – for example in order to prepare a criminological region-analysis
• Transparency on how data was collected and how it is used
• Obligation to respect the legal provisions concerning data protection
• If possible, the person representing an institution should always be the same

3.6.5 Networking with the business community / local companies

Not only citizens' interests have to be considered in community crime prevention but also the interests of the local economy. Security is an aspect which is also relevant for companies. However, the need for security is not limited to the own company but also applies to the direct surroundings, because the image of an urban district, for example influenced by the perception of crime, can have an effect on the citizens' buying behavior. Companies don't want the crime rate to jeopardize their enterprises. Local authorities on the other hand want the area to

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[69] Cf. Deutsches Forum Kriminalprävention 2005, p. 9.

be attractive for companies and bind them to the community, because they are able to revitalize urban districts – which sustains social control- and pay taxes. Furthermore, the already resident economy has the ability to establish additional trade connections, which can increase sales. Because of these interests companies are potential partners in community crime prevention.

Table 9: Hints about the collaboration with companies in crime preventive committees

Hints about the collaboration with companies in crime preventive committees
- Community crime preventive committees should collaborate with the business community in order to be able to exchange information – especially on the needs of local companies–.   - Ideas for projects can be developed in cooperation with companies and might be easier to conduct that way.   - Cooperation with (local) companies might help to raise sponsorship funds   - Companies should be animated to do situational crime prevention in order to reduce crime opportunities and increase the probability of detecting criminal offenses.[70]   - It is important that collaboration with the business community does not lead to neglect of the governmental duties. These duties should by no means be passed on to the business community. Otherwise the already existing inequality in the field of crime prevention increases even more. One group can afford security measures while the other group can't for financial reasons. This can lead to social division or intensify it.[71]   - Exploitation of the communal prevention committee by companies should by all means be avoided. It should be tried to get a representative of local companies – maybe a syndicate exists - to be a permanent member of the committee.

3.6.6 Networking with the media

The media can contribute substantially to community crime prevention. Corresponding reports have a positive effect on the subjective feeling of security. Projects of crime preventive committees can be introduced by the press which can lead to public appreciation of crime preventive actors and calls sponsors' attention to the work of the committee. It is therefore obvious that the media is an important partner of crime preventive committees and collaboration, especially with the local media, should be sought.[72]

3.6.7. Networking with associations

Associations also are important actors within community crime prevention. Oftentimes they contribute to crime prevention although their work is not obviously crime preventive work. The involvement of locally operating associations should at least be considered because among other things there are the following advantages:

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[70] Cf. Congress of Local and Regional Authorities of Europe 2002, p. 42.
[71] Cf. Europäisches Zentrum für Urbane Sicherheit 2006b.
[72] Explanations on how to cooperate with the media are given in chapter 8.

Figure 13: Advantages of involving associations into Community Crime Prevention

Just like the other possible network partners associations, like sport-, parents-, self-help-, hobby-, environmental protection- or development associations, can offer important information. Usually there is a high relatedness between associations and citizens. That is why associations can quickly notice (and then communicate to the committee) not only their own needs and demands but also those of citizens. Hence, they function as social multipliers. The involvement in crime preventive committees can lead to an increased legitimation, because people with various interests out of different social strata participate in associations and with these associations involved they feel represented by crime preventive committees

The good connection to various groups of the population – some groups might be skeptical of authorities who can make contacting difficult – can also lead to a spreading of crime preventive projects.

Additionally associations are important project partners. Together preventive committees and associations can design and offer courses specially targeted at demands of target groups – assertiveness classes etc.

Example: Boxing club Nordend Offenbach
In the boxing club Nordend Offenbach teenage members are supposed to learn how to resolve conflicts without violence and how to treat each other with respect. Targeted people are violent teenagers as well as teenagers affected by violence, whose self-esteem shall improve. Boxing is understood as a sport which prevents violence. Members learn fundamental values like punctuality, discipline and respect. In addition to participate in the training the teenagers commit themselves to participate in the associations' own homework assistance. The Club also tries to get an apprenticeship for their members. The boxing club cooperates with youth centers, schools, employment services, companies, the public prosecutor's department, the police and the parents of the teenagers.[73]

Cooperation with associations can make more resources available. People who are volunteering in associations might also be recruited for work in crime preventive committees or for work on mutual projects. Additionally, when cooperating with associations third-party funds can be raised together or a discount on classes can be established for unprivileged children / teenagers, which also has advantages for the respective association.

Furthermore associations can campaign for the work of crime preventive committees. This can be done for example with a web link on the associations' homepage, the placing of the

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[73] Cf.: http://www.boxclub-nordend-offenbach.de/, last access: 02.08.2011.

committees' logo on a poster for the next summer fete or the introduction of a new project during the mentioned summer fete. There are a lot of possibilities.[74]

Again, it has to be considered that associations, too, might try to exploit crime preventive committees in order to achieve their own goals. This is legitimate; however the goals shouldn't conflict with the goals of the committee. Additionally the involvement of association shouldn't have a negative effect on the process of finding a topic. If for example only associations get involved, in which there is a high age average (gun clubs, garden clubs etc.), the range of topics dealt with get confined and interests of other groups might get marginalized.

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[74] Cf. Europäisches Forum für die Urbane Sicherheit 2004, p. 62 f.

Community Crime Prevention is based on networking and information exchange but also on actions and projects. Without concrete and visible actions the work remains to be abstract and hard to grasp. The risk is that people from the outside might consider the committee to be a mere „debating society" and ask questions like „What are they doing the whole time anyway? They meet regularly but obviously all they ever do is drink coffee." Without projects it is harder to get people to participate in the committee. Also the long-term commitment of already participating actors is made more difficult.

However, before projects can be initialized it has to be determined which topics are relevant and what the involved tasks are. Finding a topic is a quite complex task which therefore shouldn't be underestimated. One basic requirement is a solid basis of information. Without it there is a risk of choosing a topic just because one doesn't know better, like: "We could start a project on the topic xy." The local politician Walter therefore states: "

> Committees of the prevention process have to have information available which is manageable, understandable and concrete […] Crime has to be made visible, has to be visible on a micro-scale in order to get to concrete discussion- and solution-approaches."[75]

So it is not enough that the actors of crime preventive committees communicate and exchange knowledge. Instead the picture of the current situation, established through this information has to be analyzed systematically and put into use for the development of projects, so that the own work is made clear to the outside. At the same time it is too shortsighted to think crime preventive committees are not active just because there are no projects. It could for example be the case that suggestions of the committee influenced other projects, which however are not accredited to the committee. In this case work of the committee has an effect which is not directly visible to external people. Here the acceptance of the committee as well as possibilities of action could suffer. In order to avoid this risk topics should be mutually agreed upon in the committee – specific interests of the members are to be considered- , so that there evolves a social bonding and a stimulus to participate. For example business representative usually, although not always, have other interests than social institutions.

> „Nobody participates in a committee on a long-term basis, if it doesn't concern itself with one's own personal or professional interests in (crime) prevention."[76]

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[75] Translated: Walter 1996, p. 32.
[76] Translated: Strauch 2001, p. 5.

However the defined general goals of the committee are never to be neglected because of individual interests and certainly no projects are to be developed, which conflict with these goals.[77] So according to this, topics and projects do not only satisfy external demands but also desires and interests of people participating in a committee. Some possibilities to gain information in order to identify a topic are shown above.

4.1 Secondary Data

Ideas for a topic can come from the collection of, view on and analysis of already existing data. Because the effort to get to such data is usually not as high as doing an own survey, they are to be dealt with before dealing with primary sources. Schwind recommends collecting the following secondary data: "

- **Sociodemographic basic data** (like age and gender structure, migration characteristics, single-parent families, families with many children, percentage of immigrants and emigrants [...]
- **Communal social data** (like rate of welfare recipients, unemployment rate; dysfunctional families etc.);
- **Infrastructural date** (like supply of kindergartens, facilities of youth welfare or care for the elderly, leisure time facilities for adolescents and children, offers of integration for immigrants, type and condition of accommodations, street lighting, position of bus stations etc.) [...]"[78]

In the guideline „Guidance on Local Safety Audits – A Compendium of International Practice" by the European Forum for Urban Safety the following institutions, which might offer such and similar information, are stated as an example:

Table 10: Potential providers of secondary data (source: EFUS 2007, p. 83)

Examples of institutions potentially offering secondary data
• Police
• Other criminal justice agencies: Courts, penal system, prisons
• Victim support organizations
• Housing companies and environmental services
• Facilities for further training and education, including schools and universities
• Social services
• Health care, including clinics and hospitals
• Research institutions, including universities and research institutes
• Fire department
• Community services
• Organizations of civil society /non-governmental organizations
• Private security and insurance companies

Those however are often not available in every district/city and vary in quality and quantity. Sometimes there are shortcomings in the data which might be an obstacle for crime preventive work. The following table exemplifies such information gaps:

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[77] For more information see: Berner; Groenemeyer 2000
[78] Translated: Schwind 2010, p. 380.

Table 11: Common Information Gaps in Secondary Sources

Common Information Gaps in Secondary Sources	
Offender characteristics	Age, gender, ethno-cultural identity, health and disability, family situation, education level, employment status, housing situation, criminal record
Victim characteristics	Age, gender, ethno-cultural identity, health and disability, family situation, education level, employment status, housing situation, previous victimization
Recorded crime characteristics	Method used, precise location, time, use of weapons, linkage with drugs/alcohol
Problems often unreported	Serious violence (sexual and domestic violence, other violence against women, child abuse), bullying, corruption, substance abuse, street gangs, organized crime, shop theft, less serious offenses (petty theft, vandalism)
Impacts of crime	Lifelong injury and non-injury consequences of violence or intimidation
Feelings and perceptions	Fear of crime and victimization, including variations by age, gender, ethno-cultural group, location, time; which problems should be prioritized; views about agencies and services (local authority, police, courts)

In this context a rather common naive believe in data is a problem.[79] It often happens that data is used without reflecting how it was gathered or in what circumstances. An examination of the results' design, the purpose of a survey, the theoretical thoughts and constructs underneath –for example: how is 'feeling of security' defined – and of the significance of numbers is often not done. That's why people who analyze secondary data should at least have some knowledge of methods and statistics so that the data can be interpreted properly and used afterwards. It could be helpful to get scientific supervision. At best one contacts the people responsible for the statistic and involves them in the interpretation. Although problems can occur when dealing with secondary data, it should be used in order to identify a topic and also during the ensuing creation and process of a project.

4.2   Ascertainment of own data

As mentioned before the use of secondary data can be problematic and quite complex. In order to fill the gaps of existing data and to answer own relevant questions like the question what problems a preventive committee should deal with, an own data ascertainment is recommended.

4.2.1   Topic suggestions by citizens

Community Crime Prevention should especially focus on the interests and the knowledge of citizens. Monika and Gregor Dehmel explain why integration of citizens should be very important for Community Crime Prevention: "

[…] the people concerned know much more about their daily affairs and their surroundings than any designer, politician or police-officer."[80]

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[79] The unreflected use of data is meant by that.
[80] Dehmel; Dehmel 2008, p. 20

This knowledge of their district is the reason why local residents can often point to important potential topics of crime preventive committees. There is the possibility of citizens feeling directly addressed, if their ideas and suggestions are integrated into the committees' process of identifying a topic and developing a project. Furthermore they could, if the committees' structure allows, actively participate. Another advantage is that a committee can get normative legitimation through integrating local interests, because the committee serves the citizens. In order for this integration to succeed crime preventive committees should offer the structural requirements necessary for citizens' involvement.

This can look very different and depends on the structure of the committee. If citizens participate actively – not as passive observer- in meetings of the committee, they have the chance to voice their interests and desires there. In general it is to be considered that citizens often get involved when they are bothered by a concrete situation and feel the need for action. However, their subjective perception doesn't have to be consistent with the objective security situation. This direct and intensive integration makes an immediate discussion about their suggestions possible. At the same time this approach entails the risk of too excessive or controversy discussions – this risk however also exists without participation of the citizens. Here it is again obvious how important a good moderation is. A moderator has to be able to ease controversies and to mediate between different positions.

If the committee has a rather closed structure without direct participation of citizens, it should be made possible for the citizen to address her or his problems – and the involved topics – to the committee. This could be achieved by realizing the following points:

- Website including email-address
- Appearance in social networks
- Nomination of a concrete contact person – it is mandatory to state office hours

These possibilities have their advantages and disadvantages:

Table 12: Advantages and disadvantages of different contact possibilities

	Advantages:	Disadvantages:
E-Mail:	• Responsibility can be shared by several people (shared access to the email account) • Costs are relatively low	• Direct exchange is not possible (rather anonymous) • It is possible that it takes a lot of time until there is an answer
Contact person:	• Direct exchange is possible (questions can be dealt with directly) • Atmosphere is more personal	• It is necessary to name a contact person who is available at the stated hours (what happens in case of illness-replacement is not always available) • Costs are relatively high
Social network:	• Communication with younger people is being supported • Responsibility can be shared by several people • Access to the platform is locally and temporally flexible	• Platform has to be visited and controlled on a regular basis (high staff requirement) • Expertise in handling social networks is

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		necessary, especially regarding communication within the platform
	• Often users of social networks can remain rather anonymous	• Older people still are underrepresented in social networks. That is why they shouldn't be the only possibility of contacting.

The topic suggestions citizens make and the problems they mention are to be considered by the committee by all means. Consequences including the possible statement "The committee won't deal with this" are to be communicated at least to the respective citizen, so that she or he doesn't feel ignored.

Whether a committees' structure is open or closed citizens' participation can force a committees' hand. Problems mentioned by citizens are not always solvable and often it can't be done promptly. Reasons for that can for example be bureaucratic restrictions which might constrain decision makers or because bad social behavior can't be changed overnight. Probably the fact that expectations of citizens are not met leads to dissatisfaction with the decision makers, the committee and with third parties. At worst the reputation of the committee suffers. In order to avoid this it has to be made clear to external people which topics the committee concerns itself with, which possibilities of influence it has and which constraints there are. The following points should be considered when dealing with suggestions of citizens:

- Offer citizens enough possibilities to make suggestions,
- Interests of the group should always be more important than individual interests and
- The committee shouldn't be exploited by individuals

4.2.2 Criminological region-analysis

Another possibility to detect a topic while considering citizens' desire is the so called criminological region-analysis. Koch defines it as follows: "

It is a lasting documentation -with limited informative value due to time and regional restraints- of the place of action, crime, its context of origin, the fight against it and its forecasts."[81]

Criminological region-analysis is used since the early seventies. Its basis is the wish for a more accurate situation-picture of crime in a defined local area. Especially interesting is here the question if there is a focus of crime and where it might be. It covers not only the objective crime – illustrated by the police crime statistics, convict statistics and dark field studies- but also the "subjective" feeling of security within the population and the social structure. Therefore it can provide a situation-picture which is closer to reality.[82] The following chart exemplifies fields relevant for criminological region-analysis:

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[81] Translated: Koch 1992, p. 22.
[82] Cf. Hankel.

Table 13: Relevant aspects for a criminological region-analysis (source: Becker-Oehm 2010, p. 36)

I. Region of analysis	II. Crime	III. Crime-control
1. Regional structuring	**1. Registered crime (HF)**	**1. Goal system**

3. Building / utilization
3.1 Function of an area (industrial area, residential area…
3.2 Traffic structure (intersections, airports, rail connection…)
3.3 Geographical location (distance to agglomeration, to boarders, rural or urban character…)
	1.1 Quantity of registered crime
	  1.1.1 Statistics on incoming
	  1.1.2 Statistics on outgoing
	  1.1.3 Statistics on time of the offense
	  1.1.4 Influences on development of crime
	1.2 Description of crime
	  1.2.1 Overall crime
	  1.2.2 Crime structure
	  1.2.3 Crime quotient
	  1.2.4 Single offenses / fields
		1. Police
		1.1 Organizational structure
		1.2 Law enforcement and crime prevention
		1.3 Staff situation
		1.4 Technical equipment
		1.5 Information and communication systems
		1.6 Strength, work structure
		1.7 Special departments
		1.8 Emergency calls/ squad car operations

2. Organizations
Offices, objects relevant for crime or security
	1. Temporal and local distribution of crime
	2. Other aspects of related to offense
	  2.1 Instrument of crime
	  2.2 Description of damage
	  2.3 Wanted/ achieved property
		2. Justice
		2.1 Organization and strength
		2.2 Specializations
		2.3 Regional specialties (i.e. „Häuser des Jugendrechts"...)

3. Socioeconomic factors
3.1 Social institutions and factors
3.2 Situation of education
3.3 Economic situation
3.3.1 Situation / Function
3.3.2 Unemployment
	2. Suspects
	  2.1 Overall numbers
	  2.2 Suspects' place of residence
	  2.3 Suspects' mobility
	  2.4 Repeat offender
	  2.5 Companionships of offenders
		3. Other offices
		3.1. Locally responsible offices
		3.2. Supra regionally responsible offices
		3.3. Actors of formal social control who are not the police (charitable organizations, watch keeping, social services)

4. Population data
4.1 Number of residents
4.2 Population density
4.3 Population structure
4.4 Ethnic composition
4.5 Population development
	3. Victim
	  3.1 Gender
	  3.2 Age
	  3.3 Specialties (professional position, disabilities…)
		4. Collaboration of offices / organizations with security tasks
		4.1 Collaboration of authorities of formal and informal social control
		4.2 Others

6. Aspects of crime prevention in urban planning
6.1. Type of housing estates
6.2. Condition of housing estates
6.3. Park areas
6.4. Recreational facilities
	4. Results of specific analysis(i.e. DF-research methods, expert interviews…)
	  4.1. Citizen survey (report behavior, reasons for not reporting…)
	  4.1.1. Subjective security (fear of crime, subj. perception of risks, avoiding behavior…)
	  4.1.2. Offender/victim survey, respectively interviews
	  4.1.3. Expert interviews
		5. Media
		5.1. Supra regional media
		5.2. Local Media
		5.3. Form of coverage of crime
		5.4. Quantity of coverage of crime

This table shows that a criminological region-analysis covers various fields. Certainly this variety can be daunting at first. In this regard Koch mentions: "

The presented subdivision of sub items in the schematic sketch […] is not supposed to be an unconditional requirement but a listing of indications. There are different opinions about how to put the items into practice: On the one hand an ideal region-analysis is demanded to deal with every aspect which influences crime. That includes for example the political situation, influences and decisions because they might be relevant in matters of potential prognosis. On the other hand it is demanded to concentrate on concrete and manageable matters, especially because it is hard to measure the effect of many potential influencing factors. However, every aspect which […] has a significant effect on matters represented by the sub items has to be included."[83]

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[83] Translated: Koch 1992, p. 36.

This statement makes a main problem of criminological region-analysis clear: A criminological region-analysis is supposed to cover as many fields as possible while at the same time has to be manageable. On top of it all it should provide enough information for work of Community Crime Prevention. At the same time there is a great lack of knowledge concerning what certain aspects and decisions effect crime because evaluations are difficult to process. That is why well-intentioned decisions of criminal policy might reduce crime in one field of delict while crime increases in other fields of delict or concentration of crime shifts from one district to another. The complexity and therefore the effort of criminological region-analysis, which integrate the mentioned factors, are likely to be very high.

In order to reduce this complexity of region-analysis, Koch proposes to focus on some relevant fields while others can be neglected. Koch states for example that socioeconomic factors like the situation of education or of the economy might be irrelevant for criminological region-analysis, which is orientated on the police's carrying out.[84] So a criminological region-analysis doesn't have to cover every field but those considered relevant. However, the decision upon which fields are relevant for the analysis is hard to make. Additionally there are the following central challenges:

1. Implementation involves high costs

   A survey always is connected to high costs. The design of the survey has to be developed, data has to be collected and analyzed. Costs differ depending on the design.[85]

2. Implementation requires methodical competences

   The complexity of a survey is not to be underestimated. One main requirement for the development of a survey design, the collection of data and its analysis is the knowledge of methods.

3. Analysis of the collected data should be done as fast as possible.

   Another important point that should be considered is that the analysis should be done as soon as possible. It is not reasonable to analyze data which has been collected two or more years ago and then develop projects on its basis. It is possible that this data is useful for criminological considerations (the local structure for example is likely to be the same as two years ago), but minimal changes in social structure (like the opening of a new youth coffee shop) might change the perception of crime as well as the crime rate. The faster data is collected and analyzed, the better they reflect current needs.

4. Criminological region-analysis should be implemented repeatedly

   Criminological region-analysis are often not implemented continuously. However this kind of analysis is most useful when implemented continuously. In Osnabrück there have been three criminological region-analysis by now, in the year 1996/97 – 2002/03 – 2007/08. As mentioned in item 3, the quality of data collected during criminological region-analysis suffers in time, the data gets out of date. This is why it should be updated on a regular basis. This way not only certain developments get visible but possibly a change in citizens' desires.

The before mentioned shows that requirements for planning and implementing criminological region-analysis are high. They call for financial and personal resources. Knowledge of methods is imperatively necessary. With this most of the reasons for shortcomings of criminological region-analysis are mentioned.[86]

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[84] Cf. Koch 1992, p. 39.
[85] Cf. Hannuschka 2009, p. 22.
[86] Cf. Becker-Oehm 2010, p. 1.

Because of the illustrated problems and challenges it is questionable that communal preventive committees, which often have only a low budget, are able to do a criminological region-analysis, which provides enough information to optimize Community Crime Prevention. Becker-Oehm observed that results of criminological region-analysis often didn't influence the work of crime preventive committees in a noticeable way.[87] In these cases resources were used but gained information, especially concerning the development of projects, wasn't deployed further. Here the criminological region-analysis is nothing more than an occupational therapy. So, if the assumed costs are higher than the expected gain there shouldn't be a criminological region-analysis. Instead the resources should be used elsewhere. Baring the before mentioned in mind, the calculation by Luff is not very surprising. He found out that by 2004 there were only criminological region-analysis for less than 20 German cities.[88] During the last few years there were a few more studies. The criminological region-analysis of Oldenburg (2006)[89], Osnabrück (1996/97 – 2002/03 – 2007/08)[90] and Zurich (2009)[91] are recommended if one wants to see an example of how such a survey is implemented and how the analysis is done. At least it should be considered to implement a criminological region-analysis, because a well done region-analysis is a solid basis for the development of goals and projects and can also be used as follows[92]:

5. In order to see if the creation of a crime preventive committee is reasonable.
6. As underlying data for evaluations.
7. As source of information in order to direct resources.
8. As possibility to interest citizens in the work of Community Crime Prevention / preventive committees
9. As chance for advertising of Community Crime Prevention.[93]

Because of this relevance this chapter wants to give practical advice in how to implement a criminological region-analysis.

Advice on how to implement a criminological region-analysis in practice

The following abstract sketches the procedure of a criminological region-analysis. As mentioned before there is no panacea available. However, there should be at least one census and analysis of the objective crime rate and a citizens' survey in order to determine the feeling of security. In addition to that already existing data of the social structure is factored in the analysis so the quality of the results is heightened. The several steps of the work are described beneath, although a detailed description and a thorough discussion of the different methodical approaches and the difficulties involved is not possible because of the limited space of this guideline. Nevertheless, first practical advices shall now offer a view into the matter and help to see the involved amount of work.

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[87] Cf. Becker-Oehm 2010 p. IX
[88] Cf. Luff 2004, p. 4.
[89] Cf.
http://www.oldenburg.de/stadtol/fileadmin/oldenburg/Benutzer/PDF/02/Kurzfassung_Regionalanalyse.pdf, last access: 28.02.2011.
[90] Cf. http://www.osnabrueck.de/images_design/Grafiken_Inhalt_Frauenbuero/KRA_20081016.pdf_last access: 28.02.2011.
[91] Cf. http://www.zora.uzh.ch/23941/1/Schwarzenegger_etal_Langstrasse_PLUS_2009.pdf, last access: 28.02.2011.
[92] Cf. Becker-Oehm 2010, p. 18.
[93] Cf. ibd. 2010, p. 40 ff.

Objective crime rate

An important part of criminological region-analysis is the analysis of the police crime statistics (PKS). It is published on a regular basis and states the known and registered crime. One might think that the PKS reflects the real rate of crime within a certain time segment. This assumption however, is not true. Even within the German police crime statistics the lack of informative value is stated: "

The **informative value** of the police crime statistics is especially restricted because the police doesn't get to know about every criminal offense. The extent of this dark field depends on the kind of delict and can change during time due to the impact of variable factors (like the population's willingness to press charges or the intensity of crime control). That is why it can't be assumed that there is a fixed relation between actual criminal offenses and statistically measured offenses. […] The police crime statistics doesn't reflect the crime reality but approximates it, depending on the kind of delicts. Nevertheless it offers help for legislative, executive and science to gain knowledge about the quantity of measured cases and about form and development of crime in order to reach the goals mentioned above."[94]

The described problem is not only found in the German police crime statistics, but also in crime statistics of other European countries. In this regard the "European Sourcebook of Crime and Criminal Justice Statistics – 2010" states: "

Police statistics are collected in every country but for several reasons they do not always provide a comprehensive measure of crime."[95]

The following figure illustrates once more that the PKS only shows a part of the actual offenses.
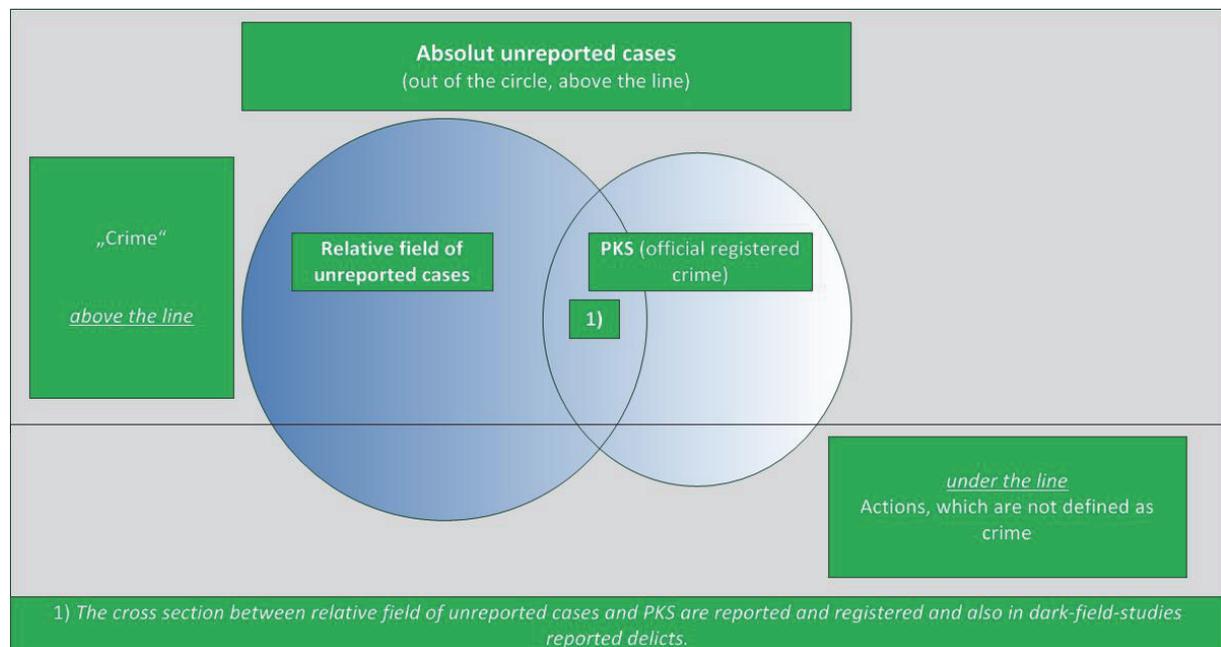
Figure 14: Comparison dark field and registered crime (source: modified after PKS 2009, p. 8)

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[94] Translated: Bundeskriminalamt 2009, p. 7 f.
[95] Ministry of Justice, Research and Documentation Centre (WODC) 2010, p. 25.

The extent of the dark field depends notably on the population's willingness to press charges in case of crime. The willingness to report offenses depends for example on the following: "

- **Type and seriousness of the offense** respectively **the amount of the damages,**
- **characteristics of the offender**,
- **characteristics of the victim**,
- **the offender-victim-relation,**
- **influence of third parties** and most of all
- on the change of **social tolerance**."[96]

This results in some offenses being „overrepresented" in the PKS.[97] Examples for under-reported crimes are:

Table 14: Crimes that are often Under-Reported to Police (source: EFUS 2007, S. 85)[98]

Crimes that are often under-reported to Police	
Violence	Sexual violence, domestic violence, violence against women
Victimization of children and adolescents	Child molestation, bullying, assault, robbery
Victimless crimes	Illegal drug abuse
Corruption	Bribery
Crime by and against companies	White-collar crime, deception, shop lifting
Organized crime	Human trafficking, drug dealing, sexual exploitation, blackmail
Hardly serious crime	Simple Theft, vandalism, anti-social behavior

Furthermore in criminal statistics open to public there is hardly anything stated about crime on a small scale. However, an overview and estimation of local crime occurrences is an essential factor of work in a communal prevention committee because its work should be concentrated primarily on the local crime structure. With these problems mentioned the importance of cooperation with the local police once more becomes apparent. The police can create overviews of the current situation based on the respective needs. This makes it possible to identify the focus of local crime and possibly first solution-approaches to problems. In order to find adequate solution strategies the overview of the situation created by the police should be combined with other data.

(Citizens') Survey:

Because one of the goals of Community Crime Prevention is to improve the feeling of security criminological region-analysis are supposed to cover a citizens' survey. The primary purpose of the survey is to get to know about the feeling of security and where there is need for action. Additionally it can inform about the behavior of filing charges or the satisfaction with the police's work. Another possibility a citizens' survey offers is that it can be asked for stimuli concerning preventive actions.[99]

An illustration on how to plan and conduct such a survey is provided in the guideline „Handbuch zur Planung und Durchführung von Bevölkerungsbefragungen im Rahmen der Kommu-

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[96] Translated: Schwind 2010, p. 414.
[97] The police crime statistics also depends on other factors which can reduce it's informative value and make it more difficult to interpret the data. See for example: Schwind 2010, p.24 ff.
[98] For more information: Dijk et al. 2005.
[99] Cf. Jäger; Chalka 1998, p. 17.

nalen Kriminalprävention" (LKA Baden-Württemberg 2000)[100] written by the research group Community Crime Prevention in Baden-Württemberg. This guideline is very practicable because it describes the whole process in six steps and only focuses on the important points „[...] so that the effort is relatively small for the interviewees as well as for the interviewing organization and the survey might be conducted by the local authority itself."[101] In the following the above mentioned six steps are summarized and slightly changed.

4.2.2.1 Developing a question

One important part of criminological region-analysis is to find out about the populations' subjective feeling of security. Institutions, organizations and companies are hardly addressed in the context of criminological region-analysis. This is for example true for the analysis in Osnabrück, Bremen and Oldenburg. However, this doesn't mean that criminological region-analysis always only address the citizens. Every survey conducted in the context of a criminological region-analysis can be flexibly adjusted according to respective needs. In general the following fields are covered:

1. Estimation of crime as a social problem
2. Crime situation in the populations' opinion
3. Feeling of security
4. Becoming victim differentiated between residential areas
5. Citizens' proposals for higher security[102]

In addition to the five mentioned fields it is asked about the satisfaction with the work of the police.[103] Citizens' surveys are quite flexible and can be adjusted according to needs. However, the informative quality varies depending on the focus. For example the suggested fields of interests bare the following limitations: "

- It is only determined when individuals become victims; Institutions or companies as potential victims are not part of the surveys' target group.

- The inquired number of people who became victims is limited to the statistically most frequent type of becoming a victim. That means relatively rare criminal offenses like arson are not covered.

- It has to be stressed that the survey determines the subjective experience of becoming a victim. That is why it cannot be ruled out that sometimes citizens report incidents which are not pen logically relevant.

- Because the goal is to determine an overview of the crime situation the citizens' behavior of filing charges is not detected."[104]

The extension of the above mentioned fields, like through adding local companies or organizations which do preventive work allows to answer further or different questions. At the same

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[100] Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000. The guideline is available on: http://www.polizei-bw.de/praevention/Documents/kkp/BROSCH%C3%9CRE%20-%20Handbuch%20zur%20Bev%C3%B6lkerungsbefragung.pdf, last access: 04.04.2012
[101] Ibd., p. 7.
[102] Cf. ibd., p. 8.
[103] As it was done for example in the citizens' surveys in Bremen, Delmenhorst, Osnabrück and Lübeck
[104] Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 9.

time however, the work's effort increases. Regardless of this it is imperative to check if there already exists analysis concerning the developed questions. If the questions already have been answered a new survey would be obsolete.

4.2.2.2 Selecting the respondents

After defining the questions which are to be dealt with, the unit of analysis has to be determined. This can be for example the community, an urban district or an urban quarter. If community crime prevention is in its origination process it is advisable to choose an unit of analysis as big as possible, like a city. If data of a community is already available or just a subarea is relevant a smaller unit of analysis is possible.[105] However, it is recommended to choose a unit of analysis as big as possible because collected data in the context of region-analysis can be broken down into smaller units of analysis like urban districts etc.. In addition to that the amount of data makes a more context sensitive analysis possible. For example districts could be compared to each other. This might be useful with regards to the question of offenders' mobility and prevention offerings.[106] Nevertheless it has to be considered that the size of the unit of analysis has an effect on the work effort as well as on the need for resources, which themselves are dependent on the choice of methods – written questioning, questioning by phone or via internet.

The next step is to select the respondents. An age restriction is recommended. The questionnaire proposed by the "Standardinventar" is not answered by people under the age of 14.[107] Because young people become victims of criminal offense too, and as well are able to articulate their feeling of security and their wishes, they should be considered in criminological region-analysis. However, with regards to developmental psychology young respondents should be at least 12 years old and should get a specifically customized questionnaire.[108]

4.2.2.3 Drawing a sample

As indicated before a census is not recommendable for different reasons. Instead, so called samples are drawn out of the population. A population can for example consist of all the residents of a district over the age of 12. A sample is a part of a population which is supposed to make statements about the population possible. A common term used in this context is the 'representative sample'. A sample is representative if it has been drawn out of the population strictly at random. Every element of the population has to have the same probability of being drawn into the sample. Therefore a representative sample doesn't necessarily indicate high quality.[109] However, at this point factors of sample quality can't be discussed because of the high complexity of the process of drawing a sample. Instead, the following section first illustrates some citizens' surveys and then describes the procedure in general.

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[105] Cf. Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 11.
[106] Cf. Koch 1992, p. 41.
[107] Cf. Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 11.
[108] Cf. Piaget 2010, p. 66.
[109] Cf. Schnell et al. 2011, p. 298 ff.

Example 1: Citizens' survey in Bremen 2008
In 2008 there has been a citizens' survey in the city of Bremen. There are about 550.000 people living in Bremen. Through the experience of a citizens' survey in the past it was known that 7.000 questionnaires are sufficient in order to make statements about rather small areas. The return rate –proportion of answered questionnaires - expected was circa 35 %. In order to get the before mentioned necessary 7.000 answered questionnaires 21.000 questionnaires were sent out. 7.400 of these were sent back, so the return rate was 36,5%.[110]

Example 2: Citizens' survey in Osnabrück 2007/2008
In 2007/2008 there was a citizens' survey in the city of Osnabrück. It ties in with two other past citizens' surveys. Circa 160.000 people are living in Osnabrück. In order to make statements about single districts possible, the sample size was defined as no less than 5.000 people. There were supposed to be at least 50 usable questionnaires out of each of the 23 districts. The expected return rate –proportion of answered questionnaires- was 30%. About 5.450 questionnaires were sent out. Depending on the number of residents in each district the sample size varied.

Districts with
- More than 5.000 residents – respectively 3 % of the residents,
- between 4.000 and 5.000 residents – respectively 5 % of the residents,
- less than 4.000 residents – respectively 10 % of the residents.

1.910 of the 5.449 questionnaires could be used in the analysis. So, a return rate of 35,1% was achieved.

Example 3: Citizens' survey in Vechta 2010
Between 2009 and 2010 there has been a criminological region-analysis in the Landkreis (similar to the American county) Vechta. Part of it was a citizens' survey conducted in 2010. About 136.000 people live in the Landkreis, distributed among 10 cities and communes. 1 % of these people were supposed to be questioned. The sample was drawn randomly and stratified relating to the districts. 5.633 questionnaires were sent to the selected people over the age of 14. The return rate was 33,5 % respectively 1887 questionnaires. Therefore the sample represents circa 1,4% of the population, 136.000 people.[111]

When using population registers of the registration office it has to be considered that homeless people / people not registered are excluded by the survey. In this case the sample shows distortions.[112] Such aspects have to be considered and mentioned when describing the methodical procedure.

In citizens' surveys it often happens that the sample is chosen in a way that it offers certain – partially expected- features of the population. The following example clarifies:

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[110] See: Polizei Bremen, p. 13, last access 05.04.2012.

[111] Cf. Völschow; Janßen 2011, p. 62 ff.

[112] There are many other reasons why there can be a distortion. See for example: Schnell et al. 2011, p. 287 ff. and 300 ff. & Becker-Oehm 2010, p. 46 f.

Example 1: Citizens' survey in Völklingen 2010

„A sample size of at least 1.000 people has been recommended. The city of Völklingen decided to send out 1.400 questionnaires – equivalent to 4% of the population (14 years and older). The percentaged distribution of the sample displayed the population, the gender distribution, the percentage of foreign citizens and the age distribution in the districts in order to ensure representativeness of the data. Rounded up, every 25th citizen of Völklingen got a questionnaire."[113]

The following example is supposed to clarify this procedure:

Example: Drawing a sample

100.000 people are living in the imagined urban district of Modelfield . They are distributed as follows:

- 65 years or older: 10.000 men and 10.000 women,
- Younger than 65 and older than 15 years: 30.000 men and 30.000 women.
- Under the age of 15: 10.000 boys and 10.000 girls.

Within a citizens' survey which is addressed only to people older than 14- a population of 80.000 people- a random sample is drawn with 2.000 people selected and contacted. The return shows the following:

- 65 years or older: 250 men and 250 women.
- Younger than 65 and older than 15 years: 750 men and 750 women.

The proportions show that the sample represents the population.

The answers of the respondents are extrapolated. If for example 1.000 people are the population and the sample consists of 100 people, every answer is weighted with the factor 10 in order to get to statements about the population. It has to be considered though, that these 100 people of the sample don't represent the 1000 of the population in an exact way. This is why the statements gained through the sample are only true with a certain probability. An example shall clarify:

Sample size:	Average age:	Sampling error:
1	18	32
10	65	15
100	46	4
1.000	48	2
Population: 10.000	50	

The sampling error states how much the value of the sample differs from the real value of the population. It is clear that the higher the sample size is, the smaller is the sampling error. However, when a certain sample size is reached the sampling error doesn't decrease as much. In the example above a sample size of 9.000 is likely to be unreasonable, because the value reached at a sample size of 1.000 is already acceptable. The "Standardinventar" states with regards to the sample size: "

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[113] Translated: Broderius & Gosh 2011, p. 10.

If analysing the whole city area it is a good idea to draw a sample as big as 1-2 percent of the population, usually however, for methodical-statistical reasons the sample size won't be smaller than 1000 people and for economic reasons it won't be bigger than 10.000 people […].“[114]

The return rate also has to be considered. As seen in the examples above it has been identified how big a sample size has to be and then calculated, based on the expected return rate, how many questionnaires have to be sent out. If 1.000 questionnaires are sent out it can happen that only 300 people participate in the survey and the necessary sample size is not achieved.

4.2.2.4 Survey in written form

Before starting a survey it has to be decided if results shall be open to public. This decision has to be made at an early stage because of its effects. There are points for as well as points against a publication:

Table 15: Advantages and disadvantages of the publication of survey results

Advantages:	Disadvantages:

• Transparency (increasing legitimation)
 • Shortcomings become visible which can have a mobilizing effect
 • Publicity for crime preventive work
 • Participants of the survey get a feedback
 • Stimulus to participate in surveys
	• Higher work effort because the report has to look appealing to externally interested people
	 • Depending on the presentation of the results urban districts can be stigmatized negatively
	     o Negative impact on districts' development
	     o Feeling of security changes for the worse

Additionally the choice of the survey method is of utmost importance. It mainly has an effect on the necessary resources. The different methods are surveys in written form, web-based surveys, surveys by phone and personal/verbal. In cases of surveys in written form and web-based surveys a multilingual approach has to be considered. That way the willingness to participate can increase – because of a better understanding of the questions.[115] A member of the community or an external person, like a student could for example do the translation.
The procedures of surveys can vary. Schnell et al distinguish between the following techniques of collecting data:

- Standardized Interview
- Questioning in writing
- Telephone interview
- Web-based survey[116]

The following section deals with the questioning in writing, because this is the method which is best suited for a comprehensive citizens' survey. The following chart illustrates why this is the case:

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[114] Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 13.
[115] Cf. Bürgerbefragung zum Sicherheitsempfinden in Rödermark 2008, p. 19.
[116] Schnell et al. 2011, p. IX.

Table 16: Advantages and disadvantages of surveys in writing (source: Schnell et al. 2011, p. 351 f.)

Advantages:	• Answers can't be influenced by the interviewer, thus „more honest" answers are likely • High anonymity • In contrast to standardized or telephone interviews the interviewed people are not pressed for time and can therefore take time to think about answers • Generally the willingness to participate is higher than in case of web-based surveys • In contrast to standardized or telephone interviews costs are lower, thus a bigger sample can be drawn or there could even be a census • In contrast to web-based surveys the selection of respondents is better to control in general • In many cases questions or complete questionnaires already exist; this can decrease the effort of preparing an own survey
Disadvantages:	• No spontaneous answers (the time people take to answer the questionnaires is hardly controllable) • Flexible reactions on problems are not possible – (additional) help with filling out the questionnaire can not be given and additional questions can't be answered • Surveys in writing are not as suited to answer questions concerning the source of problems – Why do you fear going out alone at night? • Smaller return rate than in case of face-to-face interviews • A sample bias is likely to occur because people with higher education or people intereted in the topic are more likely to participate in surveys in writing • In contrast to web-based surveys costs are higher • Usually data has to be entered manually • Handwriting might not be readable • The situation of questioning can't be controlled – it is possible that a questionnaire hasn't been filled out by the person addressed

For a citizens' survey in context of a criminological region-analysis it makes sense to conduct a survey in writing because the relatively low costs offer the possibility to draw a bigger sample or to have a census. In order to realize the survey the following material has to be developed:

- A covering letter
- A questionnaire
- self-addressed envelope

4.2.2.4.1   Covering letter

The covering letter is a very important part of a survey. It is supposed to arouse interest and to encourage to participate. The covering letter should cover the following points: „

1. A clear and short introduction of the person or the organization the survey is done for.

2. A rough illustration of the question and an explanation on further use of the collected data [...].
3. The request to fill out the questions completely and the statement that every answer is very important.
4. The request to answer honestly and quickly with the statement that there are neither right nor wrong answers [...].
5. An assurance of anonymity, if it in fact can be assured.
6. Showing gratitude for filling out the questionnaire."[117]
7. A reference to the handling of the collected data and adherence of the data protection.
8. Information as to when the questionnaire has to be sent back. The deadline should at least be 2 weeks (vacation etc.)
9. Contact data including reachability of the contact person available for questions.[118]

If there are not only multiple choice questions but also more complex types of questions like questions on preferences or cartoon tests, this can be mentioned in the covering letter with a clarification about how to fill out these types of questions.[119] The next points are to be considered as well:

1. The sender mentioned in the covering letter should be the same as the person stated on the self-addressed envelope. If this is not the case it might lead to confusion.
2. The sender shouldn't be a neutral institution like a research facility. Otherwise, the return rate might be effected in a negative way and questions might be answered according to the „social desirability".[120]

4.2.2.4.2 Questionnaire

The questionnaire is a survey instrument. Supervision in filling it out is not possible and oftentimes further questions can't be asked. That is why the goal has to be a high quality of the questionnaire. This requires enough time to develop the questionnaire. A questionnaire created under pressure of time can have a negative effect on the data's quality. Concerning the development of a questionnaire there will be some general information at this point. It is absolutely necessary to deal with this subject in a detailed way and have a look into specialist literature.

Formulating questions and answer possibilities

Concerning the formulation of questions and answer possibilities certain recommendations have to be considered:

- Generally, it has to be considered in advance who the addressees should be. In context of citizens' surveys usually every citizen from a certain age is addressed. So the target group can be rather heterogeneous. Young people are surveyed as well as older ones, people with migration background as well as people without, people with high and people with low language competence etc. In order to do justice to all the different people questions are to be formulated in an easy and understandable way and technical terms are to be used only if necessary and if so there has to be a sufficient explanation.

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[117] Translated: Raab-Steiner; Benesch 2008, p. 49 f.
[118] Cf. Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 16 f.
[119] Raab-Steiner; Benesch 2008, p. 50.
[120] Cf. Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg 2000, p. 17.

- Questions always have to be precise. Imprecision can lead to differing interpretations. The following question clarifies: „How high was your income last year?" This question can be interpreted in different ways, should a respondent state the gross income or the net income?
- Questions and answer possibilities should be short. Too long questions and answer possibilities can lead to excessive demand / confusion and boredom.
- The use of double negative leads to unnecessary confusion and is therefore to be avoided.
- Leading questions and imputations are to be avoided as well as stigmatizing terms and terms with certain connotations. A neutral style of writing is recommended.
- Furthermore, questions shouldn't be hypothetical.
- Sizes and numbers – like 10 criminal offenses - are to be stated in a distinct way instead of by approximation – many criminal offenses. An answer possibility like „relatively frequent" is very diffuse and respondents might interpret it in different ways.
- If possible, questions shouldn't refer to events dating back (a long time). Memories of these events could be fragmentary or wrong. Furthermore there is the risk of retrospective rationalization of memories if there are questions on opinions.
- If an answer to a question requires information which most of the respondents aren't likely to have, the question should be passed on.
- A question should only deal with one aspect. Posing several questions in one question leads to confusion on which question is dealt with in the answer.
- The answer possibilities should cover every thinkable answer.
- Furthermore the answer possibilities shouldn't overlap with regard to content. The respondent has to be able to decide unambiguously.[121]

Types of questions

In general it can be distinguished between open questions, closed questions and a hybrid form of these two. In case of open questions there are no specifications regarding the answers. Respondents can write freely whatever they want. In contrast to that closed questions offer answer possibilities. The respondents have to choose one or several answers out of a given number of answers. In case of the hybrid form respondents can choose from given answers but are also able to add other answers. The different types of questions have certain advantages and disadvantages.

Table 17: Advantages and disadvantages of different types of questions (source: cf. Raab-Steiner; Benesch 2008, p. 47 ff.)

Type of question:	Advantages:	Disadvantages:
Open question	• Respondents are not bound to given answer specifications	• High effort is required of the respondents • Hand writings might be hard to read • It could be difficult to interpret statements • Altogether an high analysing effort
Closed question	• In contrast to open questions the effort of answering questions is lower. It is not	• Respondents are bound to given answer specifications, individual thoughts can't be articulated.

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[121] Cf. Raab-Steiner; Benesch 2008, p. 50 ff. & Schnell et al. 2011, p. 328 ff. & Porst 2011, p. 95 ff.

	necessary to write own texts.	
	• The effort of analysing the data is the lowest.	
Hybrid form	• The hybrid form structures the response behaviour. Because in the phase of development some answers might not have been considered, respondents now have the possibility of adding their own thoughts and therefore compensate for the answers that might be missing. • Furthermore the hybrid form offers the possibility of reducing the complexity of the questionnaire. This for example has advantages if asking about becoming a victim of a criminal offense. Instead of listing every possible criminal offense the most prevalent offenses can be stated and others can be added by the respondent.	• The effort of analysing the data increases.

In context of citizens' surveys which are part of criminological region-analysis closed questions and hybrid form are to be preferred, because the effort of analysing and interpreting the data shouldn't be too high.

Arrangement of questions

Regarding the questionnaires' design, the arrangement of questions, certain aspects have to be considered:

- Special attention should be paid to the first question. It is sometimes referred to as the icebreaker question. It should be fascinating, it should relate to the topic and address the respondent directly in order to awaken interest and to motivate him or her to fill out the questionnaire. It has to be possible to answer the first question quickly and easily. If the

first question is to complex it has a daunting effect. As many respondents as possible should be able to answer this question.
- The arrangement of the questions should make sense. This means for example that questions with similar topic are to be stated one after the other instead of jumping between different topics.
- The order of questions has an effect on the answers. So called „spillover effects" can occur. If there are for example questions concerning experiences of becoming a victim which are followed by questions concerning the need for punishment, answers concerning the need for punishment are likely to be effected by the thoughts on becoming a victim. This effect might not occur if the questions before dealt with another topic.
- Filter questions enable the respondent to skip questions which are not relevant. For example it can be asked if the respondent experienced becoming a victim. If this question is answered with a yes, the next question can offer several answer possibilities with regards to the type of offense, like robbery, theft etc. Respondents who were never a victim of crime can skip the follow-up questions.
- The respondents' concentration is increasing at the beginning and decreases in the process. That is why the most important questions shouldn't be asked at the very beginning and not at the end.
- Sensitive questions (like those concerning experiences of becoming a victim) should be asked at the end of the questionnaire. If the respondent decides to dicontinue to answer, at least the answers to the questions before might remain.
- At the end demographical questions are asked (age, income etc.).[122]

Design of questionnaires

The design of a questionnaire has an effect on the willingness to fill it out and on the quality of the answers. The following points should be considered when developing a questionnaire:

- At the beginning there should be an explanation on how to answer the questions formally.
- Questions and instructions on how to answer the questions should be strictly distinguishable from each other, for example by the use of different formatting.
- In general questions should be clearly arranged and numbered consecutively.
- Filter should be clearly marked.
- A question and its answer possibility shouldn't take more space than one page.
- On the last page it is important to thank the respondent for filling out the questionnaire and to leave room for further comments concerning the survey.[123]

4.2.2.4.3   Return envelope

In order to increase the return rate it is recommended to attach an addressed and stamped envelope to the questionnaire so that the respondents don't have to spend any money when they send it back.

4.2.2.5 Entering and analysing questionnaires

With regard to entering and analysing the questionnaires several work steps are necessary.[124] Those will be described in the following.

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[122] Cf. Raab-Steiner; Benesch 2008, p. 50 ff. & Schnell et al. 2011, p. 328 ff. & Porst 2011, p. 95 ff. & Diekmann 2004, p. 414 ff.
[123] Cf. Schnell et al. 2011, p. 354 f. & Kuß; Eisend 2010, p. 111 & Porst 2011, p. 165 ff.
[124] The use of the statistics-software SPSS is assumed.

1. Numbering the questionnaires

Each incoming questionnaire should get a serial number. If there are inconsistencies during the analysis the serial number makes it possible to identify and check the respective questionnaire.

2. Coding

During the development of the questionnaire a coding plan / codeplan should already be established and entered into the used statistics-software. The coding plan makes the systematic entering of data and the analysis easier later on. A coding plan first of all gives each question a variable name. The question „Did you become a victim of a criminal offense in the last 12 months?" could for example get the variable name „victim". Furthermore the coding plan states a number /a code for every variable attribution in case of closed questions. For the example above possible numbers could be: 0 = no, 1 = yes, 2 = I don't know and 9 = not specified (generally in SPSS missing answers get the code 9, however, the number of 9s is dependent on the number of possible variable attributions. A person can for example be 99 years old but it is not likely that he or she is 999 years old). The variable attributions differ from each other depending on the respective questions. With regard to the question on age the coding of value attribution hardly makes sense because the number which has to be entered already represents the age. An exception is given if multiple answers are possible. There can be several different answers to the question „Which criminal offense have you been a victim of in the last 12 months?". Answers could be „minor assault", „ aggravated assault", „theft" etc. A respondent might have been a victim of more than one criminal offense like of „minor assault" as well as of „theft". One possibility to handle multiple answers is to create a „dummy variable". A dummy variable can only have the value attributions of 0 = no (doesn't apply) or 1 = yes (does apply). With regard to the example there has to be a dummy variable for every answer possibility. „minor assault; 0 = no, 1 = yes", „aggravated assault; 0 = no, 1 = yes" and „theft; 0 = no, 1 = yes". Generally the answer possibilities should cover every thinkable answer. If further answers are expected the answer possibility „other" can be offered. However, it might happen that the respondents' answer isn't covered by the given answer possibilities while at the same time the code „other" doesn't do justice to the given answer. In such cases it is a good idea to extend the original coding plan.

Additionally it is important to do a consistent coding. The answer „no" for example always has to get the number „0" and the answer „yes" always has to get the code „1". The same consistency applies to the answer possibilities „I don't know" and „not specified". If disregarded the entering of data gets unnecessary complicated and time-consuming.

The approach is more time-consuming and complicated when dealing with open questions, because then categories have to be developed based on the answers. Later on numbers /codes are given to these categories.[125] That way the answers can be quantitavely analysed.[126]

It is advisable to create an empty questionnaire in which the names of the variables and the respective codes of the answer possibilities are stated. That way entering of data can be done fast because the coding is directly available.[127] The following chart illustrates the general process with exemplifying questions and answer possibilities.

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[125] Cf. Schnell et al. 2011, p. 415 ff.
[126] How the coding is done in detail will not be described at this point. This technique is of minor importance when conducting citizens' surveys in the context of criminological region-analysis. Descriptions of the method are for example available in Kuckartz 2010, p. 57 ff.
[127] Cf. Raab-Steiner; Benesch 2008, p. 68.

Table 18: Example of a coding plan

Variable:	Question:	Answer possibilities:		Code:
Var01	How secure do you feel in your neighborhood?	Very secure		0
		Rather secure		1
		Rather insecure		2
		Very insecure		3
Var02	How often do you think about becoming a victim of a criminal offense?	Very often		0
		Often		1
		Sometimes		2
		Never		3
	Did you become a victim of one of the following criminal offenses in the last 12 months (multiple answers possible)?"[128]	Robbery (Var031)	No / Yes	0 / 1
		Pickpocketing (Var032)	No / Yes	0 / 1
		Assault (Var033)	No / Yes	0 / 1
		Stalking (Var034)	No / Yes	0 / 1
		Other offenses (Var035)	Open field	Simple adoption of the given answer
Var04	How many people -including yourself- life in your household?	Open question		Open question – Simple adoption of the given answer, for example the number „5"

3. Examination of the questionnaires

Before entering the data an examination of the questionnaires is recommended. The following aspects should be attended to: „

- Completeness (left out answers or parts of the questionnaires)
- Readability of the entries (decipherment of hand writings etc.)
- Understandability of the entries
- Consistency of the answers (eliminate/clear up contradictory answers)
- Comparability of the answers (uniformity of used units of measurement etc.)"[129]

4. Entering the data of the questionnaires

After the examination of the questionnaires the data now has to be entered on the basis of the established coding plan. If ambiguities occur, for example if two answer possibilities are marked with a cross although multiple answers are prohibited or if the hand writing is not readable, the respective answer should be marked as „invalid".

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[128] As described above, at this point a dummy variable is created for each answer possibility (Var031-Var035). Additionally respondents can supplement the given answer possibilities. The new answer will simply be adopted. If an accumulation occurs the answer should be added to the original answer possibilities.
[129] Translated: Churchill; Iacobucci 2005, p. 407 quoted from: Kuß; Martin 2010, p. 175.

5. Examination of the data

In order to discover wrong entries into the data matrix an examination of the data is recommended. First a simple screening of the data window in SPSS is advisable. Some ambiguities might be discovered after skimming over the data quickly. Is information missing in the data? Are there entries that don't make any sense like the age of 145 or -20 years, or gender coded with the number „3" when the only correct values can be „0" and „1". If those cases occur a random frequency distribution should be calculated. With this method outliers -21 children- as well as invalid values get identifiable. If possible those alleged wrong answers should be compared to other answers of the respective questionnaire. Maybe the respondent does have 21 children. In this context the minimum and maximum value of a variable should be calculated with SPSS. They represent the highest and the lowest value of a variable. If needed the 10 lowest and the 10 highest values can be identified. It has to be found out if these values are logically comprehensible and if they fit into the thinkable value range. The mentioned relatively easy techniques make it easy to identify mistakes made while entering data.[130]

6. Interpretation of the data

Now the filled out questionnaires have electronic form and can be statistically interpreted. The first step is to calculate frequency distributions for the variables. A frequency distribution displays how often answers are given. Results could look like this:

Table 19: Example of frequency distributions

Question:	Answer possibilities:		Absolute frequency:		Relative frequency:	
How secure do you feel in your neighbourhood?	Very secure		363		44 %	
	Rather secure		248		30 %	
	Rather insecure		130		16 %	
	Very insecure		80		10 %	
	Total		821		100 %	
	System (not specified)		5			
How often do you think of becoming a victim of a criminal offense?	Very often		53		6 %	
	Often		137		17 %	
	Sometimes		241		30 %	
	Never		385		47 %	
	Total		816		100 %	
	System (not specified)		10			
Did you become a victim of one of the following criminal offenses in the last 12 months (multiple answers possible)?[131]	Robbery	No / Yes	761	65	92 %	8 %
	Pickpocketing	No / Yes	701	125	85 %	15 %
	Assault	No / Yes	803	23	97 %	3 %
	Stalking	No / Yes	808	18	98 %	2 %

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[130] Cf. Lück 2008, p. 74 ff.

[131] As described above, at this point a dummy variable is created for each answer possibility (Var031-Var035). Additionally respondents can supplement the given answer possibilities. The new answer will simply be adopted. If an accumulation occurs the answer should be added to the original answer possibilities.

	Other offenses	Harassment	27	
		Bicycle Theft	63	
How many people – including yourself- live in your household?	1		129	16 %
	2		324	39 %
	3		162	20 %
	4		142	17 %
	5		69	8 %
	Total		826	100 %
	System (not specified)		0	

In order to visualize the result it is advisable to create a histogram, a bar chart, a pie chart or / and a circle diagram. The bar chart looks like the following (when done by SPSS):
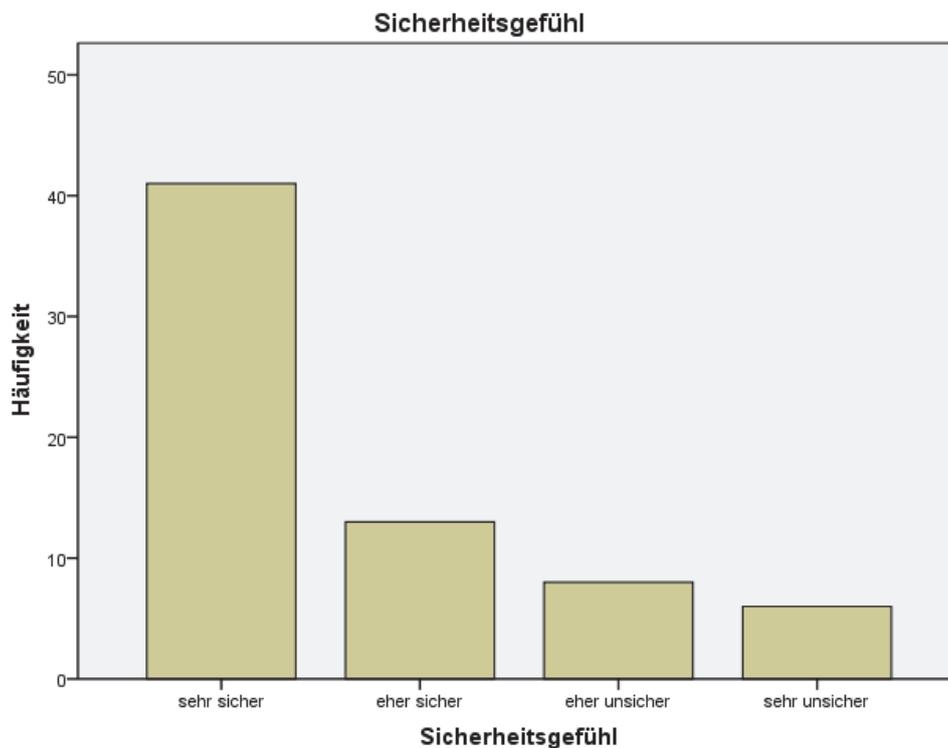
Figure 15: Bar diagram in SPSS

This method makes a first quick overview of the data possible. However, possible correlations between variables cannot be discovered. It could for example be interesting to know whether the citizens' feeling of security differs according to the urban districts or the age. Another interesting question might be whether the experience of becoming a victim has an effect on the feeling of security. These questions can be answered with help of a contingency table. A contingency table can cover several dimensions (multivariate), for the following illustration; however, only two variables are looked upon. Beforehand it is important to determine which variable is the dependent one and which variable is the independent one. The independent variable has an effect on the dependent variable. The age for example has an effect on the feeling of security, the feeling of security cannot have an effect on the age (cannot change it). The feeling of security is the dependent variable and the age is the independent variable. The dependent variable is displayed on the Y-axis, the independent variable on the X-axis. This classification can change depending on the question. In case of metric variables, like age or

income, a grouping could be helpful because the display in contingency tables might get too confusing.[132] The following chart clarifies:

Table 20: Contingency table with grouped age variable (source: Bürgerbefragung der Polizei Bremen 2008, p. 40)

		Altersgruppen					
		bis 25 Jahre	26-40 Jahre	41-60 Jahre	61-80 Jahre	über 80 Jahre	Gesamt
sehr sicher	Anzahl	105	214	272	182	50	823
		15,6%	15,3%	10,9%	8,4%	13,3%	11,6%
eher sicher	Anzahl	388	873	1580	1369	235	4445
		57,7%	62,4%	63,2%	63,0%	62,3%	62,4%
eher unsicher	Anzahl	153	277	595	573	82	1680
		22,8%	19,8%	23,8%	26,4%	21,8%	23,6%
sehr unsicher	Anzahl	26	35	53	50	10	174
		3,9%	2,5%	2,1%	2,3%	2,7%	2,4%
Gesamt	Anzahl	672	1399	2500	2174	377	7122
		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

(Korrelation nach Spearman ,058)

With statistical techniques it can now be calculated if there in fact is a correlation between the variables looked upon. It has to be considered that a statistical correlation can be a spurious correlation. In this case there is a statistical correlation, however no causality. Instead, a third variable, the intervening variable, has an effect on the before considered variables. The birth rate for example correlates with the number of storks nearby. There is a correlation, however no causality. The third variable, which has an effect on the birth rate as well as on the number of storks, is the rurality of an area. The more rural a region is, the more storks live there and the more children are born there.[133] It is crucial to consider such aspects when doing statistical calculations and interpretations of the results. Empirical findings should be included at an early stage.

4.2.2.5 Presentation of the results[134]

After the data is collected and interpreted the central results should be summarized in a final report. The structure of the final report should look like this:

1. Introduction: The introduction describes the reasons for conducting a criminological region-analysis. It also states the research question and (theoretical) assumptions, which can for example derive from already existing data.

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[132] Cf. Fahrmeir et al. 2005, p. 109; Help for establishing the categories in: Bortz 2005, p. 28.
[133] Cf. Diekmann 2004, p. 58 f. and p. 296 ff.
[134] This section deals with the presentation of the results of citizens' surveys in the context of criminological region-analysis. If a criminological region-analysis has been processed the structure has to be adjusted accordingly. The objective crime rate and the examination of secondary data for example should be presented before the results of the citizens' survey.

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2. Description of the methodical approach: After the introduction the methodical approach has to be described. This includes the illustration of the research design. Has there been a census or has a sample been drawn? If a sample has been drawn, which method was used? How many people were supposed to participate in the survey? Was it a web-based survey or a survey in writing? Which theoretical assumptions are the basis of the survey?

3. Presentation of the results: The presentation of the results is the main part of the final report. First it should be stated how many people participated in the survey (return rate). Furthermore there should be a display of the socio-structural characteristics – age- and education-distribution etc. - of the respondents in order to properly put the results in context. After that, an analysis of each question follows. The results have to be reflected upon critically. If possible, correlations should be pointed out and interpreted.

4. Conclusion / Outlook: The conclusion should once again describe the central results of the survey. Based on these results criminal policy conclusion should be drawn, needs for action stated and possibilities of actions proposed. The importance of the conducted survey should have priority. It would be suboptimal to give the impression there was no gain of knowledge, because legitimation would decreas and a rerun of the survey would get unlikely.

5. Appendix: The covering letter as well as the used questionnaire should be part of the appendix. That way, with regard to the used research tool, transparancy is ensured.

SIDE NOTE beginning – security analysis

Security analysis can be understood as an extension of criminological analysis.[135] "A security analysis is a systematical analysis which is done in order to get a better understanding of local problems involved in crime and victimization, to discover positive aspects and resources of preventive work, to make it possible to set priorities and to help developing a strategy to approach those priorities."[136] A security analysis covers the following aspects: "

- Establishing the context with an overview of the characteristics of the city (such as demographic or economic characteristics) and comparing these with the region and country as a whole
- Analyzing crime, violence, disorder in terms of their scale, trends and distribution
- Profiling victims and offenders (age, gender, ethno-cultural and socio-economic patterns)
- Investigating patterns of risk factors
- Assessing the effectiveness of projects and services (such as health, housing, welfare, education) in relation to prevention
- Assessing the political and institutional environment to identify opportunities for developing preventive action
- Identifying the opportunities, strengths and potential for the area, including social capital, civil society and existing projects on which a future strategy may be built"[137]

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[135] The guideline of development and process of security analysis is online available for free, in German (http://beccaria.de/Kriminalpraevention/de/Dokumente/Leitfaden%20Sicherheitsanalyse.pdf) as well as in english(http://www.ffsu.org/fileadmin/efus/secutopics/EFUS_Safety_Audit_e_WEB.pdf).
[136] Translated: European Forum for Urban Safety 2007, p. 19.
[137] United Nations Office on Drugs and Crime 2010, p. 73 f.

This list shows clearly that various fields have to be considered within a security analysis while the view can be relatively wide as well as very close. That is why security analysis are more demanding than criminological region-analysis. An advantage is the higher gain of knowledge. In Average a security analysis takes 6 to 12 months. Because of its complexity the method will not be described in detail at this point.

<u>SIDE NOTE end – security analysis</u>

An evaluation of crime preventive actions mainly means to describe, analyze and evaluate measures, finally to find out about their impact. If such measures shall be evaluated the purpose of an evaluation has to be found out. What do we conduct an evaluation for?

5.1 Purpose of evaluations

When we know if and how crime preventive actions take effect, we have answers to the questions asked in the evaluation process. Knowledge about the different kinds of effects of measures can be helpful for the following reasons:

- Evaluation in order to verify goal achievement

  With the results of an evaluation it can be verified to which degree the goals have been achieved. However, an evaluation is not only able to compare the planned with the actual results but can also point out not intended consequences and side effects.

- Evaluation as basis for optimizing

  The results can show if and how a crime preventive measure can be improved. We can see the flaws and draw conclusions out of them.

- Evaluation as evidence of quality

  The evaluations' results can clarify what level of quality has been reached during the realization of respective preventive activities.

- Evaluation as help for further implementations and decision making

  If the decision has to be made which preventive measure should be chose, set down or prioritized in the future, results of an evaluation can be the basis of those decisions.

- Evaluation to find out the degree of transparency

  Oftentimes preventive measures consist of various sub-measures. Which individual measure has which effect and which one might even have an outstanding effect can

be better detected with the help of the evaluations' results. The results can bring transparency to intransparent measures.

- Evaluation as a possibility to improve reputation

  Results of evaluations lead to an increased legitimacy of crime prevention. Proven positive impacts, respectively corrected and adjusted changes – if the results call for improvement – lead to prevention, appreciation, attention and prestige.

5.2 Functions of evaluations

After thinking about the purpose of the evaluation the four different functions of evaluation have to be considered because they give an indication on why it is important to communicate the results. The four functions are closely related to each other. In addition to the stating of the purpose, the function-structure clarifies in which way the different functions are mutually dependent. The following figure illustrates this structure.
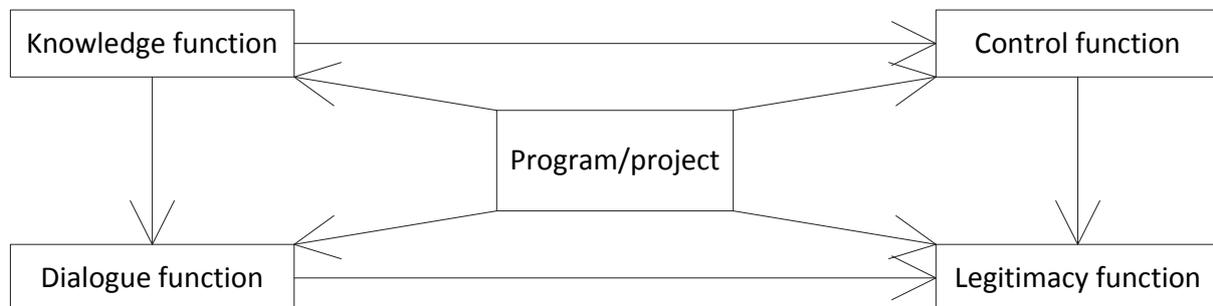
Figure 16: Functions of evaluations (Stockmann 2004, p. 19)

- Knowledge function

An evaluation provides knowledge. The knowledge gained with the collected and analyzed data gives answers to questions like: Did the measures reach the target group? Has the crime preventive measure been accepted widely? Were the actors able to implement the measures? Have the conditions under which the preventive actions were supposed to be implemented changed during the process?

- Control function

First and foremost the purpose of an evaluation is to find out about the positive and negative effects of a measure, however, with the help of evaluations it can also be found out if every participant carried out his or her task. More or less the evaluations' gain of knowledge leads to a direct or indirect form of control.

- Dialogue function

On the basis of gained knowledge and control it is possible to enter into a substantial and data-based dialogue with every person involved in preventive actions. This way collaboration can be reflected sufficiently. This dialogue is not only influenced by feelings and opinions, but also by objective facts.

- Legitimacy function

An evaluation offers the possibility for sponsors and organizations involved to verifiably prove where money was invested and what the effects of crime preventive actions were. The evaluation is evidence; it legitimates the crime preventive measures conducted.

5.3 Types of evaluations

After deciding on purpose and function of the evaluation, it is possible to think about what type of evaluation shall be conducted. Evaluations are done with different goals. According to different goals there are different types of evaluations. The connection is illustrated by the following chart.

Table 21: Types of evaluations and goals of evaluations (Volkmann; Jäger 2000, p. 14)

Types of evaluations	Goals of evaluations
Formative evaluation	Development and modification of programs
Process evaluation	Monitoring of the implementation
Effect evaluation	Estimation of the programs' effects
Meta evaluation	Determination of effects with higher statistical reliability and more possibilities of comparison when combining single-case studies
Efficiency Analysis	Determination of the benefit–cost relation

The types of evaluations are based on each other. Every level is the premise of the following evaluation level.

- Formative evaluation

The main goal of the formative evaluation is to develop an applicable preventive measure, which leads to an optimal solution of the respective problem. So the main task is to figure out whether the crime preventive measure is suited for goal achievement. In order to do this it has to be decided (in coordination with the involved people) upon a mutual goal and measures, which are able to achieve this goal have to be determined. Innovative search for suited preventive measures and the concretion of goals connected with these measures is very important within formative evaluations. It has to be considered that communication about modifying the goals and measures is crucial. It is especially important to bear the local conditions in mind. It would be problematic to just copy other preventive measures and try to implement them.

„An example can be the implementation of an increased police patrol by foot, which possibly is considered to be easily reproducible. However it shouldn't only be considered what

"increased" exactly means quantitatively, but also how the patrol should be conducted in detail: Should there be one or two police officers in a patrol, should the officers take the initiative and approach citizens, should they react to smaller administrative offenses, should they engage in discussions with citizens, what is their reaction to abuse, how do they react to questions on the increased police patrol, how is the increased patrol explained to the officers, how are they being motivated etc. Every sketched variation of "increased police patrol by foot" can have a different effect."[138]

This example clarifies that there is work done concerning the form of the measure. With the goal in mind the measure has to be implemented together with the involved people, voting has to be conducted; agreements have to be made on what shall happen in and with the measure. Development and modification of measures are the main part of formative evaluation. Ultimately this evaluation-steps' goal is to find and correct flaws of a planned evaluation at a very early stage.

- Process evaluation

The process evaluation mainly deals with the implementation and conducting of a crime preventive measure with regard to the defined goal. The central question is whether the work done equals the plan. During the work process every circumstance that brings the goal forward, interferes with it or even inhibits it is recorded. Knowledge gained with this is also very relevant for the effect evaluation.

"For example, it has to be fallen back on information from the process evaluation if the effect evaluation doesn't show any effects or an effect is detected, whose direction is another than wanted. That way it can be decided whether the reason for these results of the effect evaluation is a wrongly designed measure, whether the target group hasn't been reached, whether the wrong criteria was used to define the target group and to choose participants of the program..."[139]

Therefore it is important to establish a detailed documentation of the process evaluation.

- Effect evaluation

With the effect evaluation, which is because of its summarizing result presentation also called the summative evaluation, it can be determined if crime preventive actions have an effect and which one it is. The effectiveness evidence is supposed to show which directions the effects have, respectively if the effects' direction is the direction hoped for. So, the effect evaluation can demonstrate whether discovered changes are effects of the preventive action or other influences lead to the changes. However, such statements can only be made if the process has been documented in context of a process evaluation.

- Meta evaluation

The result of an evaluation gets even better if it is compared with other evaluation-studies, which are similar with regards to content. When putting together the data of several single-case studies, the result improves in quality.

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[138] Translated: Volkmann; Jäger 2000, p.15.
[139] Translated: ibd., p.18.

- Efficiency analysis

A crime preventive measure can be highly effective, that is to say it has positive effects. But is the effect also efficient? This question is asked by the efficiency analysis. It deals with the relation of costs and benefit of the measures. The efficiency analysis determines how much an effect costs with bearing in mind the resources used. As the following chart illustrates there are four ideal types which can describe the mentioned relation:

Table 22: Relation of effectiveness and efficiency of crime preventive measures

Effectiveness	**Efficiency**
High Effectiveness (+) The measure has positive effects	High efficiency (+) The measure involves high costs
High Effectiveness (+) The measure has positive effects	Low efficiency (-) The measure involves low costs
Low Effectiveness (-) The measure has neither positive nore negative effects	High efficiency (+) The measure involves high costs
Low Effectiveness (-) The measure has no or negative effects	Low efficiency (-) The measure involves low costs

It is obvious that the optimal case is given when there is high effectiveness and low efficiency. If there is low effectiveness of measures while the cost-efficiency is high the situation is rather problematic.
In summary it can be stated with regard to the types of evaluation: The formative evaluation asks: Which measures shall be implemented and which goals are implied? The process evaluation asks: How were the measures implemented, have they been implemented at all? The effect evaluation asks: What resulted from the measures? How effective and how efficient have the measures been?

5.4 Collecting data in evaluations

In order to get results of the process- and the effect evaluation, there first has to be collected evaluation data. Collecting data requires an operationalization, in which mainly goals of the evaluation are itemized in dimensions and indicators in order to collect and analyze the data with empirical methods. Additionally, the particular time of the collection of data for the evaluation is relevant.

- Collecting data - dimensions and indicators

In context of crime preventive activities many common terms and categories are much too complex, too abstract and too imprecise. For example people state „Violence should decrease". But what does violence mean, what does decrease mean? In order to concretize terms and categories the process of operationalization is used. Terms and categories are supposed to be aligned to concretely visible and through experience and ascertainment accessible conditions. Abstract terms and categories are divided into concrete dimensions and indicators and are being made manageable. Operationalization is the basis of systematic collection and analysis of the information on the object of prevention. The object of prevention is first divided into single dimensions and then into ascertainable indicators. With this specification a preventive action gets measurable. The following example illustrates an operationalization process.

Example: Operationalization of a matter in open youth work

„In a project of cooperation between the „Kreisjugendring" and a Hauptschule (a kind of secondary modern school in Germany and Austria) the goal is to develop mutual measures of violence prevention. The first step is to find out about the extend of disposition to violence with the goal to be afterwards able to find out whether the use of social workers leads to a positive change. First the theoretical term „violence" has to be operationalized. That is done by breaking it down into its ascertainable and observable parts. In a first step three dimensions are chosen: „physical violence", „mental violence" and „violence against objects". After that each dimension is broken down into indicators, which are observable, respectively ascertainable during the project. Examples could be:

- Quantity of affrays for the dimension „physical violence"
- Quantity of attempted extortions for the dimension „mental violence"
- Quantity of destroyed tools or material for the dimension „violence against objects"

Only that way it is possible to be able to say something about quantity, quality and change of violence during a project.

A respective 'scheme of operationalization' in which the object of prevention, its dimensions and finally the indicators are inscribed can look like the following:

[140]
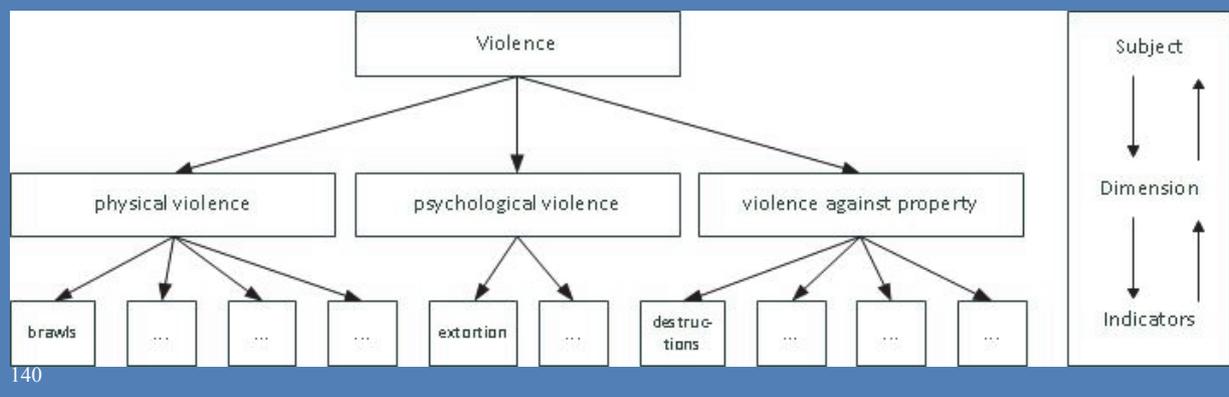
Such a scheme is usable for many operationalization processes. It only varies (from case to case) in the number of dimension levels and in the number of indicators.

- Collecting data - date of evaluation

In order to detect crime preventive effects of a measure, at least two dates of survey are necessary. At best however, a survey is done many times. The surveying precision and therefore the precision of the evaluations' results increases with the number of times data is collected. Possible changes which might occur because of crime preventive actions are likely to be better understood if there were a lot of survey dates. Additionally it gets easier to explain the different cause-and-effect-relations. The following figure illustrates.

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[140] König 2000, p. 76 f.
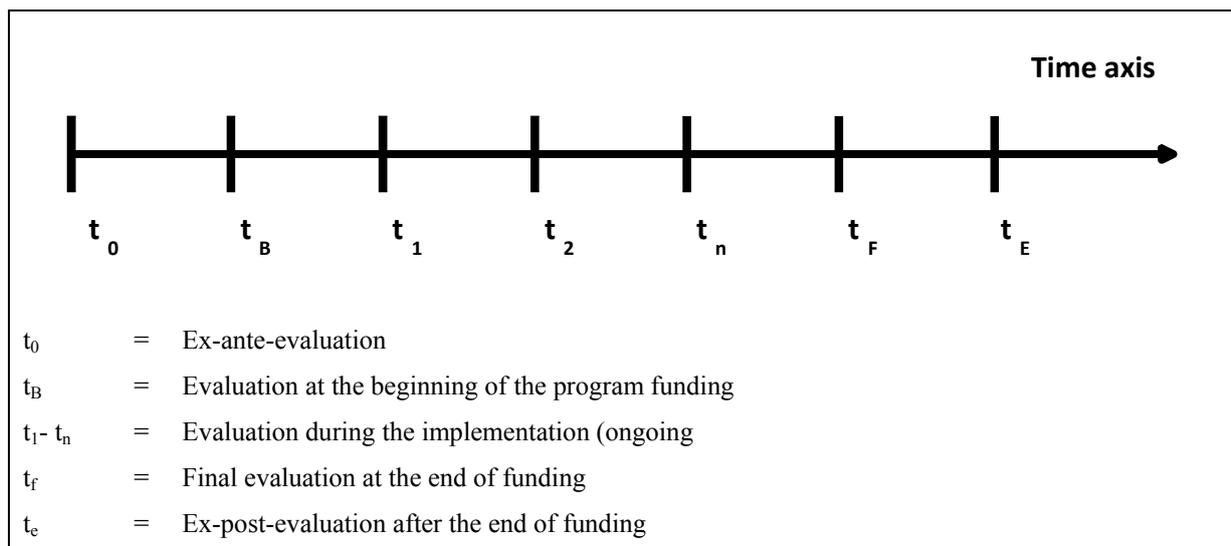
Figure 17: Evaluation moments (source: Stockmann 2006, S. 198)

According to Stockmann (2006) the time axis can be explained as follows: „Depending on whether the evaluation is conducted ex-ante, ongoing or ex-post, different points of times are looked upon. The ex-ante-evaluation (t0) is conducted before the beginning of the program (tB). During the programs'' process there can of course be several evaluations (t1 – tn). The so called final evaluation is conducted at the date the funding ends (tF). The ex-post-evaluation is conducted some time (months or years) after the end of the funding (tE).“[141]

- Collecting data – control groups

In order to make a before-after comparison easier to conduct, in addition to repeated collection of data it is reasonable to establish a so called control group, which is added to the prevention group respectively the experimental group. The difference between control group and experimental group is that the control group didn't experience the crime preventive measures. The comparison makes it possible to find out whether detected effects are in fact caused by the measures or whether they are caused by other conditions, which are not related to the measures. The following figure clarifies:
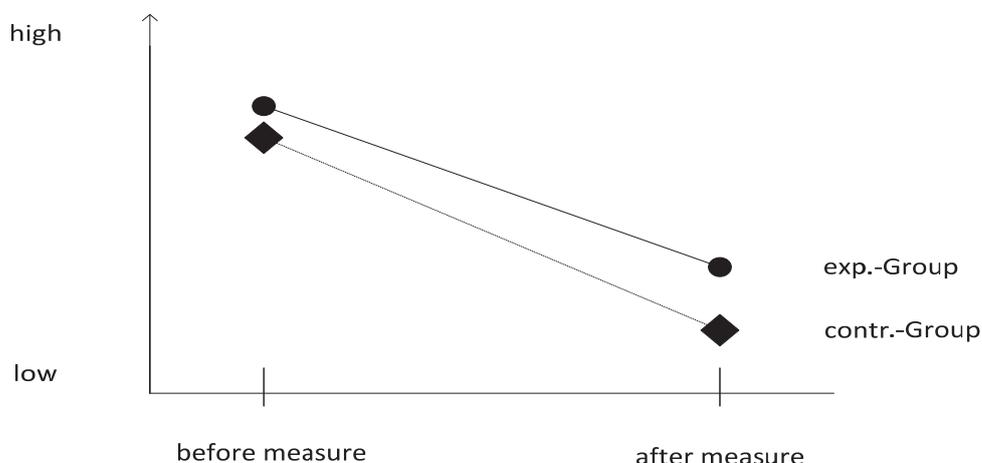
Figure 18: Control group comparison (source: Volkmann; Jäger 2000, p. 59)

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[141] Translated: Stockmann 2006, p.198.

„The comparison (of the figure) shows, that it wouldn't be justified to explain the reduced crime with the preventive action. Obviously other conditions are responsible, which are not related to the respective measure, because the control group also experiences a decline of the crime rate, which is even stronger than in the experimental group".[142]

The importance of adding a control group is made clear by the following example: Within a campaign against apartment-break-ins it is seen as a success that a certain percentage of the population improved their door security. However, it stays unclear how many people improved door security without knowing about the campaign.

Although it makes sense to add a control group it is rather difficult to create and chose a suitable control group. Therefore it is already beneficial if important aspects and units are similar to the experimental group.

5.5 Analyzing data of evaluations

Common methods of empirical social research, with which data analyses can be done, won't be discussed at this point. Instead, two aspects of data analyses shall be mentioned, which are of utmost importance for evaluation-studies: the effect process and the displacements effects.

- Analyzing data – effect processes

In addition to the question if a crime preventive action has an effect and how this effect looks like it has to be asked about the conditions of the effect. Especially if a negative result occurs, if the afterwards-measurement shows that no changes emerged, it is not yet established whether the preventive action might have a delayed effect.

The following figure exemplifies several effect processes. It clarifies the variety of possible forms of processes.

a) **Abrupt level change:** The measure provokes an immediate change, which stays stable.

b) **Delayed level change:** The measure provokes a change, which occurs after some time and stays stable.

c) **Temporary level change:** The measure provokes an immediate change, which falls back to the original level.

d) **Delayed direction change:** After a while a change is caused by the measure, which is continuously increasing.

e) **Abrupt variability:** The measure provokes a change which alternately increases and decreases.

Figure 19: Schematic illustration of effect processes (source: Volkmann; Jäger 2000, p. 66)

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[142] Translated: Volkmann; Jäger 2000, p.59.

- Analyzing data – displacement effects

In order to analyze data, it is very important to determine the displacement effect, because this effect is often used to criticize the effectiveness of preventive measures.

According to Volkmann & Jäger (2000) the following displacement effects are to be considered: "

Territorial displacement: like a shift of crime to other places etc.;
Temporal displacement: Changes in time of the offenses, like from the night, when there are a lot of police patrols to the early morning etc.;
Tactical displacement: The use of new, changed methods by the offenders, for example if security of doors has been improved, this might lead to an increase of break-ins through windows etc;
Displacement towards other people: For example if an offender chooses another victim in the same community etc.;
Functional displacement: Offenders change over to other offenses, like from break-in to robbery etc.;
Displacement through other offenders: like replacement of amateurs by professionals in matters of drug dealing etc."[143]

Despite of these difficulties the displacement effects shouldn't be viewed only in a negative way, because they at least show that preventive actions have an effect.

In summary the following should be considered when a crime preventive measure is supposed to be evaluated. First, it has to be determined what the purpose and the functions are. Which type of evaluation should be done? The formative evaluation, in which crime preventive measures are tested for their form and goals with regard to content, the process evaluation, which controls the process of implementation of crime preventive measures or the effect evaluation, which is especially directed to efficiency and effectiveness?
Furthermore it has to be ensured that operationalization necessary for the evaluation is done, dates of evaluation are defined, a control group is added and finally that also when conducting an effect evaluation the effect processes and possible displacement effects are considered.

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[143] Translated: Volkmann & Jäger 2000, p. 36 f.

Preventive work involves costs. It is almost always depending on money. However, it is always depending on personal resources. This should be clear to every involved person. Even if some people do the work complimentary or other people are involved as part of their professions, money is needed for conducting projects, public relations, office- and administration work, as well as for additional expert staff. However, crime preventive committees usually don't have a lot of resources at their disposal. This is for example documented by a German study conducted by Schreiber. About 55% of the questioned committees stated that missing financial resources are a problem for the work of the committee.[144] This difficulty results, amongst other things, from the bad situation of public budgets. Especially the widespread budget distress of the local authorities has a direct effect on local crime prevention. Hence, the main financing of social facilities has been reduced or completely canceled in the last years. The fluctuation of staff, often resulting from bad supply of resources, the altering responsibilities that come along with this and the from missing staff resulting „brain drain", as well as broken networks and the resulting loss of trust have a negative effect on productivity of crime preventive committees. A stable and continuing basic funding is therefore necessary in order to make a solid and lasting foundation of Community Crime Prevention possible and thus to at least ease the before mentioned problems.[145] Without this basic funding the work can't really be planned in a perspective way. However, ensuring basic funding is no guarantee for successful crime preventive work. It does increase the chances, though.

Because of the mentioned problematic development of public budgets, the need for mixed financing increases. There are disadvantages (insecurity, discontinuation of projects etc.) as well as advantages (raising awareness of the essential, more need for evidence of effects) involved. Because of this development the topic of acquisition of third-party funds is also dealt with in a guideline of the DFK, in which the active acquisition of money is recommended.[146]

6.1   Possibilities to raise funds

There are many different ways to raise funds. Some of them are introduced in the following section.

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[144] Cf. Schreiber 2007, p. 42.
[145] Cf. Landeskommission Berlin gegen Gewalt 2001.
[146] Cf. Deutsches Forum Kriminalprävention 2005, p. 31.

➢ **Membership fee / sponsoring membership**

The simplest way to raise funds for crime preventive work is to collect membership fees. They make basic funding possible and ensure certain planning dependability. However it would be a mistake to implement a membership fee without bringing it into agreement with the members. Instead, it should be discussed if they are willing to contribute financially. In order to get to a decision it might help to openly discuss advantages and disadvantages of membership fees and to clarify which demands have to be met so that members are willing to pay a fee.

Table 23: Advantages and disadvantages of membership fees

Advantages	Disadvantages
• Establishment of basic capital for crime preventive work. • Planning dependability, because membership fees are paid regularly. • Can increase professionalism, because members are more likely to identify with the committee and therefore pressure to conduct projects increases.	• Members who were rather nominal members so far and who don't see any personal benefits might abandon the committee completely. • Pressure to use the money positively increases. • Administrative effort

If members agree on a membership fee, the next step is to decide how much the fee should be. If the fee is too high, it might alienate members or possible members. However, if it is too small, the income might be neutralized by the administrative costs. In general it makes sense to determine a minimum fee, which can be complemented by different additional options. For example the amount can be orientated on the net income or the labor status. Additionally the possibility of a sponsoring membership should be given. Sponsoring members can support crime preventive committee in an ideational or financial way. In contrast to other members they do without having a voice in the committee. With the introduction of sponsoring members – providing that they gave their approval – a positive image can be achieved. Because, if a widespread support is visible, other people might feel encouraged to support crime preventive work as well.[147]

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[147] Cf. Urselmann 2002, p. 63.

Model: Declaration of accession: Sponsoring membership in the preventive committee xyz

To:

Preventive committee xyz

Modelroad 14

Modeltown 24264

Preventivecommiteexyz@mail.com

Phone 1234-56789

Declaration of accession: Sponsoring membership in the preventive committee xyz

I hereby declare my accession to the preventive committee xyz as a sponsoring member. I pay a fee in the amount of::

- o   60,00€ annually– discounted rate
- o   120,00€ annually

Name:

First name:

Street:

Postal code/ town:

Email:

Phone:

- o   I will transfer the membership fee to the account stated below
- o   I agree with cashing via debit advice procedure

Account holder: Bank code number:

Account number: Bank:

I agree upon the publication of my sponsoring membership in the preventive committee xyz on the website www.prevenivecommittee.com.

- o   I agree
- o   I don't agree

Date: Signature:

Bank details:

Preventive committee xyz, account number: 12345678, model bank, bank code number: 12645352

The collection of membership fees also involves responsibility. Paying members are to be informed about activities, the financial scope of action and administrative costs regularly in form of annual reports or newsletters, because people don't like to spend money on a regular basis without knowing how this money is used.

In addition to membership fees there are other possibilities to get third-party funds. Some examples are:

> **Donations:** A donation is a voluntary contribution (financial and material donations are thinkable as well as services) without consideration.[148]
> **Sponsoring:** A sponsors' reason for sponsoring is to get noticed in a positive way. In contrast to a donation a sponsor expects a consideration for the support (financial and material sponsoring is thinkable as well as services). The expectance is that the commitment gets visible. The hope is that an improved image increases the gain of the company. Hence, sponsoring makes the most sense when projects target the general public or get a lot of publicity.
> **Funding by support programs:** The access to this kind of funding usually involves the fulfillment of certain criteria. In general an application for a project has to be filed. Depending on the support program the obstacles vary.

Because of this different ways of getting money, it can be reasonable, depending on the staffs' size, to appoint one or more people to the task of administering finances and raising third-party funds. The best would be if the responsible person knows how applications are filed and which possibilities of support there are on a local scale as well as on a regional scale. This person should be well connected and appear in a compelling way. If this is not the case it might be a good idea to take classes with the topic of acquisition of third-party funds. There are a lot of classes available because the need for them got bigger during the last years. It has to be considered that those classes are not always low-priced. People responsible for the mentioned tasks should stay in the committee as long as possible. If a departure is indicated, it has to be ensured that the job is done by another person, who should be sufficiently trained, so that the gained knowledge will not disappear.

6.2 Search for, communication with and administration of supporters

The following section deals with search strategies and the communication with potential and already active supporters with regard to the acquisition of third-party funds.
The first step is to find people, institutions and organizations interested in the work of crime preventive committees and cal their attention. Only who knows about the committee and its work is able to donate to it. This is why a high degree of popularity and transparency is very helpful.[149] In order to find potential supporters the following sources should be viewed at: "

- **Keep your eyes open.** You can find names of local and national foundations on everything from special event invitations to raffle tickets. You can then research those foundations to see whether your programs fit their funding initiatives."[150]
- **Research on the internet**. Many potential supporters are found on the internet nowadays. That is why an early and comprehensive research on the internet is recommended. Keywords like „support" + „crime" + „prevention" + „foundation" + „crime prevention" etc. can lead to first contact persons relatively quick. Furthermore there are often overview pages where supporters and contacts are stated. The German Federal

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[148] Although no consideration is expected a donor might have her or his own benefit from the donation.
[149] Cf. Urselmann 2003, p. 36.
[150] Mutz; Murray 2010, p. 164.

Ministry of economy and technology for example offers a database in which governmental support programs are listed (under http://www.foerderdatenbank.de/). For a targeted search for foundations in Germany it is a good idea to visit the website of the Association of German foundations – http://www.stiftungen.org/. It offers the possibility for differentiated search – http://suche.stiftungen.org within Germany. With this search you can find foundations according to postal codes or according to the work-focus. At the European level helpful websites might be „Dafne" (Donors and Foundations Networks in Europe) – http://www.dafne-online.eu/pages/default.aspx -, „the resource alliance" - http://www.resource-alliance.org/ - and the „EFC" (European Foundation Centre) - http://www.efc.be/Pages/EfcWelcomePage.aspx.[151]

- **Research in local and regional newspapers.** In local and regional newspapers there are sometimes concrete appeals to send a project application. Sometimes however, supported projects are just introduced. But even such an introduction can give a hint at contact persons.
- **Question preventive committees**. Possibly there are other crime preventive committees in town, in the region or the country. Those should be contacted in order to exchange experiences about possible support. It should be made clear that the goal is not to take something away from the other committee, but to concretize the advantages of collaboration. Mutual projects are sometimes more likely to get support than measures conducted by only one responsible body.
- **Contact local politicians.** Local politicians should be informed about currently existing support possibilities and can provide information. Furthermore local policy has own support budgets at its disposal with which it can finance different measures.

The acquisition of third-party funds depends on the communication strategy. Whenever it is possible, contact to potential supporters should be established – by people who already stay in close contact to them. This kind of introduction leads to increased attention. The main task in the conversation is to convince potential supporters of the work of the committee and to point to all the advantages a support would have. In order to do that a good marketing strategy is needed. The communication strategy has to involve the wishes and expectations of possible supporters and should be geared to the specific individual case. Not the donation but the donor is supposed to be relevant in the conversation.[152]

This calls for high commitment, especially at the beginning, when potential donors are contacted the first time. After interest is awakened it is important to keep it steady. This is done by including the donors' wishes and interests, which however should never be contrary to the crime preventive committees' philosophy, but should be in line with it. If this is not the case differences might lead to costs which are higher than the benefits. Goal of the communication strategy has to be the establishment of long-term relation structures. According to Urselmann it is for example recommendable to thank first-time donors, for example in form of personalized letters, a phone call or even a personal visit, if it was a major donation. After that, further possibilities to help the committee should be shown to the donors without being intrusive; it could for example be hinted at the possibility of becoming a multiple donor or a regular donor. The long-term relationship with donors has the advantage that donors are willing to donate higher amounts during time. Urselmann states that 80% of the donors are responsible for 20% of the total amount of donations, while 80% of the donations is donated by only 20% of the donors. The size of a donation depends particularly on the level on the donor pyramid.[153]

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[151] A listing of databases for every European country is not possible at this point. However, it is likely that such databases are easily found through a research on the internet.
[152] Cf. Haibach 2006, p. 22 ff.
[153] Cf. Urselmann 2002, p. 35 ff.

Figure 20: Donor pyramid (source: Urselmann 2002, p. 35)

It has to be dealt differently with (potential) donors, depending on their level on the donor pyramid. Members of the general public can't be addressed personally, that is why they are addressed with help of the media. The higher the donor is placed on the donor pyramid, the higher his or her demand will probably be. This makes a closer and more personal care necessary. The mentioned demands have to be met. Otherwise it could happen that the donor donates less in the future or stops donating altogether.[154] Other possibilities to improve the relationship with donors are for example:

- Donation receipts should be sent out as quickly as possible, if applicable an appeal for another donation can be added
- Unusual types of acknowledgment, for example in form of postcards, increase attention and willingness to donate
- Most generous donors – level of regular donors and up – should be thanked in person
- Giving gifts increases the willingness to donate. These gifts should be orientated on the donors' interests and if possible relate to the work of the committee or to the project which is currently supported. That way it is made clear to donors what happens with their money and what good comes out of it. It should be considered though, whether a gift is appropriate. Too big a gift can give the impression that money is wasted.
- Donors should be informed about relevant activities, especially if donations were earmarked, and plans on a regular basis. A good way to do that is a cost-saving email-newsletter. The donors should also get the annual reports.
- A personal inquiry on the donors' satisfaction with the relationship and on possible demands or wishes the donor might have can have a positive effect on the willingness to donate.[155]

In general it is helpful to have the four following principles in mind when trying to find and communicate with supporters: "

1. People donate in order to help other people
2. People donate in relation to what they own and what other people donate

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[154] Cf. Urselmann 2002, p. 37.
[155] Cf. Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 25.

3. Those who are the closest to the institution have to be up front (meant is the example function which attracts others, not of the author)
4. Donations are successful if the right questions are asked, the right sum is estimated, for the right project, at the right time and in the right way, by the right person."[156]

In order to arouse supporters' interest in another way than proactively addressing potential supporters it might for example be helpful to prepare newspaper inserts, appeals in the media, collection of signatures[157], or do a description of projects or self-portrayal on the internet.[158] If there is a street fair, a trade show or other events with publicity effect in the own urban district it should be considered if the own crime preventive committee could introduce itself and its work on the respective event. In this context networking with as many local facilities as possible is very helpful. This way the chances to get third-party funds increase and if applicable a better distribution of money is achieved. However, even in this field of action fights for money might occur. It has to be considered that the search for and approach of potential supporters fist has to be done locally, afterwards the search area can be extended.
The goal of the mentioned approaches is to create a contact database.

„It is advisable to register the address of everyone, who
▪ requests information on the organization (in writing, over the phone or on the internet),
▪ visits the organization,
▪ visits information events and parties of the organization (like open house presentation, summer fete, Christmas party etc.)
▪ used to be a member of the organization […],
▪ has a professional interest in the work of the organization […],
▪ profits by services of the organization, or his or her relatives, who profit indirectly from the organizations' services."[159]

The collected addresses are the basis of a first approach in the context of acquisition of third-party funds. However, the database shouldn't only cover contact data. It should for example also include information on when and in which way there was a contact with the respective person, when he or she donated money or other resources, how much money was donated, on which level the person is on the donors pyramid – in order to determine his or her relevance and information on whether there are any limitations with regard to contact possibilities – a person might for example oppose phone calls and other relevant comments.[160] Particularly interests and wishes of the donors should be entered into the database in order to account for their needs and therefore to be able to increase the willingness to donate.[161]

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[156] Translated: Weinstein 2009, p. 1 ff.
[157] It is important to always obtain the consent to the use of addresses and to make clear what the campaign is for. Otherwise conflicts with the data privacy act might develop.
[158] Cf. Urselmann 2002, p. 44 ff.
[159] Translated: Urselmann 2003, p. 43.
[160] Cf. Sargeant; Shang & Associates 2010, p. 247.
[161] Cf. Mutz; Murray 2010, p. 162.

> **Example: Exhibition with publicity effect**
>
> A crime preventive committee plans an event with the topic 'bullying' which is supposed to have a publicity effect. There is supposed to be a public opening event with speakers as well as a small exhibition with several posters in some of the local shopping centers, where there is a lot of through-going traffic. The opening event as well as the creation of the different materials involves costs. Members of the preventive committee research what other institutions are working on the topic of bullying. Two other institutions are discovered and contacted. One institution offers helpful information and flyers which are integrated into the development of the posters and displayed during the exhibition, the other institution donates money. An appreciation of the institutions' help is shown on the posters and their logo is represented there. The committee stays in contact with both institutions because on the one hand one of the institutions initiated a working team with the topic 'bullying' and on the other hand further projects might result from collaboration. Furthermore, if there is a long-term contact to the local policy more money might be acquired for public relations.

6.2.1 Support on a (local) level

A first and probably the easiest way to get third-party funds is to utilize the local support possibilities. The advantage is that such support has a low-threshold. It is for example not necessary to account for a European dimension, relevance for other federal states or a high innovation potential. In general it has to be distinguished between two fields: the private sector and the public sector.

6.2.1.1 Support by the private sector

Donations or sponsoring for crime preventive work can be acquired from the private sector. For this private support possibilities have to be recognized and capitalized.[162] Establishing contact with local companies – like companies of the retail industry – is helpful for acquiring funds for crime preventive projects. There are several reasons why companies are willing to support the common welfare: "

- Recognition and demonstration of social responsibility
- Improvement of internal communication
- Establishing a positive experience value
- Image transfer
- Opening up new target groups
- Advertising with low tax losses
- Motivation of employees
- Staff development: achieving social skills and acceptance
- Appreciation of employees, who are committed voluntarily."[163]

For the field of support of crime preventive actors and projects particularly two aspects seem to be relevant:

1. **Positive Image** – With regard to sponsoring companies are interested in a positive image. Public commitment in the field of crime prevention, depending on the respective campaign, can more or less help in this matter. In general sponsoring is recommenda-

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[162] Working together with the private sector can be discussed controversial. Company's goals should be the same as the goals of the committee. If applicable, topics and projects can be discussed together, however, the private sector shouldn't dictate the committees' direction and by no means try to by it with money.
[163] Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 25.

ble when a high and widespread attention can be expected. Support can be a one-time operation – for example if a company supports an intercultural sport party – or a lasting one. Beforehand, it has to be clarified within the committee which supporter generally comes into consideration and what the criteria for exclusion are in order to avoid conflicts of interest between potential supporters and the committee.

Example

An example could be an exhibition on the topic „moral courage in everyday life". Such an action addresses a wide target group and therefore a lot of potential customers. Therefore, when having a conversation with companies, it has to be mentioned that the target group is large and the range/perception is broad. Sponsoring could for example be illustrated by a lettering like „kindly supported by xyz" or by displaying the company's logo visibly on materials or for example on a homepage.

2. **Support of security** – Companies are very interested to keep the crime in their area as low as possible, because a high crime rate can be bad for business when customers get alienated. Crime prevention can have an influence at this point. It can have a hand in reduction of crime and in the improvement of the subjective feeling of security, which can improve the quality of life. That way not only the existing clientele remains, but also new customers can be approached and gained.

Altogether particularly local supporters benefit from a good local crime prevention. A win-win situation evolves. The supporter improves the own image and keeps and gains customers. The committee benefits for the following reasons from this support:

- Knowledge building and obtaining competence with regard to acquisition of third-party funds
- Increase in popularity
- Higher inwards motivation
- Positive image in terms of: they are being supported, they have to be good
- It might get easier to convince other potential supporters.[164]

If support is given by sponsoring it is helpful and recommendable to establish a sponsoring contract, so that involved rights and duties are well-defined. In Germany there is no binding form. However, the following information should be generally covered by the contract:

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[164] Cf. Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 46.

Content of a sponsoring contract

• „Name and address of the contract parties
• Preamble (=introduction)
• Subject-matter of the contract / description of the project
• Responsibilities of the sponsor
    ○ Financial contribution (nonrecurring or regular payment; payment depending on success; payment at a certain occasion; project grant etc.)
    ○ Payment in kind (...)
    ○ Services (advisory service, taking on administrative tasks etc.)
• Responsibilities of the sponsored party
    ○ Advertising possibilities for the sponsor
    ○ Involvement in the associations' own public relation
    ○ Use of licenses
    ○ Award of ratings etc.
• Payment (sponsoring sum, payment modalities, reduction)
• Liability regulations
• Contract penalty
• Cancelation modalities
• Competition exclusion clause (important: branch exclusiveness)
• Contract period (if applicable with option to extension)
• Benefit cut if an article of the contract is not conformed to
• Mutual obligation to confidentiality
• Salvatorian clause (= obligation to retain validity in case of ineffective provisions)
• Applicable law and jurisdiction
• Post-contractual behavioral duties
• Allusion to addenda, obligation to written form
• Signatures of both contract parties"[165]
• Allusion to addenda, obligation to written form

6.2.1.2 Support by foundations

Another possibility to get third-party funds is to approach foundations. Oftentimes foundations are private-law institutions which have charitable goals.

Example: Deutsches Forum für Kriminalprävention

In Germany there is the foundation „Deutsches Forum für Krimimalprävention". It has legal capacities and is a foundation of civil law. The goals of the foundation are:
 	
„(1) Purpose of the foundation is the support of crime prevention in every aspect.
 	
(2) In order to achieve the foundations' purpose it can in accordance with its resolution
 	
  1. work towards lasting measures of crime prevention with recommendations;
  2. in collaboration with the media, publicly campaign for support and sympathy for crime prevention;
  3. support and initiate education and further training in the field of crime prevention, for example conduct expert conferences or symposia;

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[165] http://www.vibss.de/marketing/sponsoring/sponsoringvertrag/vertragsbestandteile-eines-sponsoringvertrags/, last access: 14.06.2012

These charitable goals are for example pursued by the handing over of a 'support-award crime prevention' in order to commend crime preventive projects or by supporting crime preventive measures which are in accordance with the foundations' goals. Endowments are appealing because usually it is not expected that they have to be paid back.[167]

In order to get money for crime preventive projects from foundations the first step is to research which foundation supports such projects. Orientation towards the following questions can be very helpful: "

- Which goals does the foundation have, which projects does it support? (It pays off to have a look at the list of their sponsored projects in order to get a better impression on sometimes rather broadly formulated goals like „support of tolerance")
- Are there certain target groups and requirements with regard to the methodical approach?
- How much is the sponsoring? Which kinds of costs are sponsored?
- When do applications have to be filed, when is there a decision, when are funds distributed and when can projects start?
- What requirements (formal and with regard to contents) are there in terms of applications?
- When do certificates have to be submitted and in which form?"[168]

With help of these questions an internet-research can already clarify which foundation comes into consideration. Usually the approach of potential supporters doesn't make sense if the research shows, that the own project has hardly a chance to get supported. Instead in this case it is a better idea to invest time elsewhere. It is important to know that not every foundation offers money. Only „operational active" foundations use their capital to conduct own projects and don't support other measures. Support-foundations however support other projects. It has to be established which projects exactly the foundations consider to be worth supporting. In general foundations don't bear on-going expenses. However they often support innovative ideas and projects.[169] After an adequate foundation is found, the next step is to file an application for support.

6.2.1.3 Public funding

Nowadays only projects ore funded by public funding, an institutional support is usually not provided. Furthermore there are restrictions to many funding programs. A repeated or even a permanent funding is usually not possible. On-going personnel costs are only covered in a limited way or not at all. Funding programs usually dictate that applications are filed before a project has been started, that the project is conducted in a clearly defined time-period and is

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[166] Translated: see: http://www.kriminalpraevention.de/wir-ueber-uns/satzung.html, last access: 12.10.2011.
[167] Cf. Mutz; Murray 2010, p. 158.
[168] Translated: Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 46.
[169] Mutz; Murray 2010, p. 159.

different to the usual field of activity. Furthermore in some programs a requirement for funding is that the project has an innovative nature.[170] It gets obvious that the intensive examination of support-programs is necessary.[171]

Furthermore and with regard to public funding, chances of funding increase, when there is a contact to decision makers. Arguments for funding certain crime preventive projects can for example be:

- The authorities should be interested in matters of security, because a high crime rate can increase „squalidness" and „ghettoization" of districts.
- A good security can improve or preserve the image of a district.[172]
- It is good for a district if citizens don't move, new companies settle down and the tax income rises etc.
- Good Community Crime Prevention can disburden local authorities, because follow-up costs of criminal activities are avoided or reduced (enforcement of sentences, victim care etc.)[173]

6.3   How to write applications for funding

The filing of applications for funding doesn't have to be difficult; however an effort is always involved. The process should be as structured as possible in order to keep the effort low. Murray recommends the following approach: "

1. Identify a need for which you want grant funding.
2. Begin to develop the idea into grant proposal form.
3. Research grantors to see which ones support the type of issue you`re addressing. [...]
4. Get current application guidelines from the proposed funder.
5. Write the grant proposal following those guidelines, and assemble all support materials.
6. Submit the grant.
7. Respond to any further requirements the grantor may have.
8. Get the grant award!
9. Submit any follow-up reports required by the foundation explaining how the monies were spent."[174]

With regard to point 2 it is recommendable to design a project-sketch at an early stage. This should at least cover the following points: "

- Name of the project
- the projects' run duration / length
- Places or regions in which the project is supposed to be implemented
- Goals of the project
- Format and methods of the project
- the projects' target group"[175]

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[170] Cf. Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 23.
[171] On communication and search for supporters see chapter 7.2 and on the preparing of applications see chapter 7.3.
[172] See Schwind et al. 2001, p. 215 ff.
[173] Cf. Ministerium des Innern und Sport Rheinland-Pfalz – Ref. 343.
[174] Mutz; Murray 2010, p. 163.
[175] Cf. Regiestelle „TOLERANZ FÖRDERN - KOMPETENZ STÄRKEN" 2011, p. 24.

An illustration of staff requirements and a calculation of costs should be added to the sketch as soon as possible. The preliminary calculation of costs should show as exact as possible how much the estimated costs of implementing the project will be, what kind of means are already at the committees' disposal and what other possibilities of financing there are. With help of the sketch suitable support programs can be found – step 3 – and filing of the application doesn't take as much time. With regards to the steps 4 and 5 the high relevance of formalities has to be mentioned again. Directives and involved formalities are to be adhered to by all means. They can seriously vary according to respective programs. For example there sometimes is a form which has to be filled out, in other cases an informal application is enough and sometimes a one-on-one interview is demanded. If such a conversation is not necessary but has been offered as an option it should be made use of, because it is a possibility to establish a long-term relationship – which is highly relevant for raising funds.[176] Furthermore it is very important to meet the deadline. Otherwise there is a high chance that time invested in the application was wasted time, because the application is not even considered. Therefore a foresighted planning – a time buffer included – is of the utmost importance. A project application usually consists of: "

> Cover letter
> Executive summary
> Introduction
> Program needs statement
> Program goals, objectives, and evaluation
> Leadership, staffing, and location information
> History of the organization
> History of the organization"[177]

Support applications are supposed to be short and concrete. A relatively imprecise application can open up freedom of action but it can have a negative effect on a necessary project evaluation. As mentioned before it is important to meet the demands of the potential supporter, like: Describe the projects plan on at least three DIN-A4-pages. In general a support application should in a short and precise way describe the problem, why it could be solved by the committee and what kind of funds are needed. It is supposed to be formulated very well, so that the plan sounds convincing. If there is a guideline or even a form for support application it is very important to take them into account. Usually the following information is covered in these guidelines and forms: "

> The mission and focus of the foundation
> Eligibility requirements for grant seekers
> The process for how the foundation evaluates proposals
> A summary of which types of projects receive funding and which ones don`t
> Questions the funders want you to answer in your proposal
> Deadlines for proposal submission (including the schedule for grant awards)
> Contact and proposal submission information
> A list of the supporting materials the funder requires with your submission and in what format those materials need to be"[178]

These guidelines have to be read. In addition to indications about formalities, there are clues to the way how to formulate project applications. It is especially important to identify the pur-

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[176] Cf. Sargeant; Shang; Associates 2010, p. 465.
[177] Mutz; Murray 2010, p. 170.
[178] Ibd., p. 169.

pose and goals of potential supporters and to examine the self-portrayal.[179] If support directives allow it, the application should relate to the general orientation given there. The use of „keywords", which are often used in the self-portrait of the supporter, or are related to the supporters' actions, can have a positive effect. Furthermore the application should clarify the following points: "

> Your organization has an effective solution to a real need that the funder cares about.
> You have thought through the program carefully.
> You have planned out the process to implement it.
> You have selected strong leadership for the program.
> You have been (and will continue to be) financially responsible with the program.
> You have a track record of accountability and will keep the funder informed of the program`s progress."[180]

The examination of reasons why an application was rejected can be helpful for further orientation. With regard to this Sargeant and Pole conducted a research with the following results:

„Category	% of the questioned parties
Applicant did not read the requirements	55.3
Applicant sent large amounts of unnecessary information	23.4
Application poorly presented	19.2
Applicant did not state how funds would be used	14.9
Applicant did not read instructions for making their application	14.9
Applicant did not include their accounts (when requested)	14.9
Applicant did not make clear their tax status	12.8
The application was impersonal and mass produced	12.8
No reply envelope was included (when requested)	10.6
Applicant was "overfriendly" in either postal or telephone communications	8.5
Applicant sent insufficient information for a decision to be made	8.5
Applicant did not state the amount of funding that was sought	6.4
Application was too "plush"	6.4
Other	8.6"[181]

Other reasons why an application was rejected were: "

- Project hasn't been documented properly.
- Project does not strike reviewer as significant; statement of the project does not interest him or her.
- Prospective client groups appear not to have been involved in planning and determining project goals.
- Proposal is poorly written and hard to understand.
- Proposal objectives do not meet objectives of funding source.
- Proposal budget is not within the range of funding available through the funding agency.

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[179] Cf. Weinstein 2009, p. 223
[180] Mutz; Murray 2010, p. 169 f.
[181] Sargeant; Pole 1998, p. 128, quoted from Sargeant; Shang; Associates 2010, p. 481.

- Proposed project has not been coordinated with other individuals and organizations working in the same area."[182]

Consideration of these points can increase the quality of project applications. If there is a positive response, funds were authorized, it should be pointed out. That way the worthiness of sponsoring crime preventive work is shown to other potential supporters, which can have a positive effect on their decision in case of an application.[183] It is recommendable to keep in touch with supporters beyond the project duration in order to establish a relationship. That way, more support-perspectives might emerge.[184]

Side note: EU-projects

The European Union offers a variety of possibilities to support crime preventive projects.[185] This section will give some general references to support possibilities. First, it should be mentioned that filing an application costs a lot of resources and involves obstacles which shouldn't be underestimated. For the application process at least 4 weeks of work should be anticipated. Depending on the number of personnel, the staff's expertise and the support program the process can take much more time. To make matters worse, the probability of getting support authorized is rather low. It is assumed that about every fourth or fifth application gets approved. So the high effort of filing an application is not always profitable. Costs and benefits are to be weighed precisely.

As mentioned before the first step is to research support programs. Depending on the interpretation of Community Crime Prevention there are more or less support programs available.[186] The support program of the EU-Commission „Freedom, Security, Justice" in the space of time from 2007 to 2013 is used as an example here. This support program consists of the following framework programs and the respective sub-programs. It comes with a total of 5.237 billion Euros.

- Security and protection of civil liberties[187]
  o Crime prevention and crime fighting
  o Prevention, willingness to defend against terrorism and to handle consequences of terrorism and other security related risks
- Fundamental rights and justice[188]
  o Daphne III
  o Drug prevention and information program
  o Fundamental rights and Union citizenships
  o Civil justice
  o Criminal justice
- Solidarity and control of migration flows[189]

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[182] Sargeant; Shang; Associates 2010, p. 480 f.
[183] Mutz; Murray 2010, p. 167
[184] Cf. Sargeant; Shang; Associates 2010, p. 478.
[185] An overview of current support-possibilities is given by the website of the European Commission: http://ec.europa.eu/contracts_grants/index_de.htm, last access: 28.09.2011.
[186] There are various institutions represented on the internet which offer helpful information on EU-support programmes. One of those is for example the bank of social economy - http://www.eufis.de/foerderung.html, last access: 05.03.2012. However, most of the time costs are involved when accessing information. Again, at this point it has to be considered, whether the effort is profitable. A collaboration of several institutions can be recommendable, because it reduces costs while the information can be used by every involved party.
[187] See: http://ec.europa.eu/home-affairs/funding/security/funding_intro_en.htm, last access: 28.09.2011
[188] See: http://ec.europa.eu/justice/programme/index_en.htm, last access: 28.09.2011
[189] See: http://ec.europa.eu/home-affairs/funding/solid/funding_intro_en.htm, last access: 28.09.2011.

- o The European Refugee Fund
- o The External Boarders Fund
- o The European fund for integration of third country nationals
- o European Return Fund

Each program has a different focus with regard to content which offers many possibilities for support applications. Every year there is an appeal to submit project proposals, the so called „Call for Proposals".[190] Amongst other things these calls inform about involved goals, the offered total budget, focuses with regard to content and the criteria for being sponsored. An application form is offered. In order to fill it out in an optimal way the examination of the „Guide for Applicants", which is usually added to the „Call for Proposal", is recommendable. The „Guide for Applicants" is a very helpful guideline which can be used during the process of filing an application as well as during the project implementation. If a guideline is offered, it should be studied thoroughly. Usually the guideline gives a complete overview of the project application and project implementation. It is for example clarified which documents are supposed to be submitted, and to which address the applications are supposed to be sent. Another central point is the distinction between borne expenses and project expenses which won't be paid. The illustration of payment is differentiated in fields like staff-, traveling- and material- expenses. Additionally it is dealt with possible publications and the work of public relations, because visibility of European sponsoring is highly valued. Points that have to be considered when filing a project application:

- ➢ **General Support worthiness:** EU-funds –with very few exceptions- are only available for measures which have not yet started. An ex post funding is not possible. This means that generally only new projects are support-worthy.
- ➢ **Consideration of the applications' chance:** Before a project application is filed it has to be thoroughly weighed whether chances are promising and the application therefore would be profitable. If chances of support seem to be rather low, resources necessary for the application should be used elsewhere. If however, there are enough resources available, an application should be filed anyway. If it is rejected, there will at least be a learning effect and the next application will be easier to do. With regard to the chances, the examination of already funded projects can be helpful. It might be possible to contact the projects' coordinators in order to get a better estimation of the chances.
- ➢ **Project volume:** First and foremost the European Union sponsors major projects. Usually they have to have a volume of at least 50.000€ and rather 100.000€. So smaller projects are not likely to get funding.
- ➢ **Eligible costs:** Additionally it has to be considered that not all of the expenses will be paid by the EU. The cultural framework program during EU-conferences is one possible example. Furthermore certain expanses – like flight costs – mustn't be higher than a given maximum value.
- ➢ **Co-financing principle:** EU-Funds are subject to the so called co-financing. This means, that the coverable costs will not all be paid by the EU. So, own resources are always necessary -depending on the focus of the funding this includes the work of the personnel- in order to file a project application and to conduct a project. Only in rare cases an exception is possible. Co-financing usually covers 50% to 70% of the eligible costs. Sometimes a co-financing of 95% is possible and in very rare cases all the eligible costs are paid. With a project volume of 50.000€ an own share of 25% would still represent 12.500€, whereas personnel costs – as long as the personnel works explicitly

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[190] It is not known beforehand when these calls are done. Because of that relevant websites should be checked upon on a regular basis.

for the project- are part of the own share. Because major projects are more likely to get funding an own share of at least 25.000€ has to be assumed. Smaller committees without own resources are not likely to get an EU-funding.

➤ **Co-Financing payment:** EU-Co-Financing is usually not paid at once but in two parts. One part of the sum, for example 60% of the co-financing-sum is paid shortly after the project funding is authorized. That means financial resources have to be available in order to pay for personnel costs during the whole project period.

➤ **Adhere to formalities:** Deadlines and formal criteria are to be adhered to at all times. Many applications are rejected because of formal mistakes. Applications submitted after a deadline has passed are not considered and the work effort was for nothing. That is why an application should be developed and filed as soon as possible. The needed time varies depending on the funding's' focus and the respective knowledge.[191] Attention should be turned to the needed signatures. It would be tragic if a signature was missing, for example because someone was on holidays. Project application can be written in German, however, English is recommended. It is important that the application is read by a third person who checks the spelling, the understandability etc. Usually a checklist is attached to the „Call for Proposal", it has to be attended to.

➤ **Project launch:** Until a decision on a support-application is made a lot of time can pass. The decision takes at least several months, sometimes even a year. So, funds of EU programs cannot be raised on short notice.

➤ **National and international projects:** Usually the European Union only sponsors projects in which several institutions, organizations etc. of several countries are involved. Involved countries are usually members of the EU, however, there are countries, like Turkey, which belong to an expanded community and are accepted as partner in EU-projects. In rare cases purely national projects are funded.

➤ **EU-dimension:** Additionally to the often requested collaboration of institutions of various, mostly European countries, there is the need for projects to have a European dimension. Most of the time this European dimension is ensured by the participation of at least two project partners of EU-countries or accepted third countries. Sometimes purely national projects are possible. However, results of these projects have to be useful for other European countries as well. Basically, projects can't follow only national interests or have only national goals. Again, it has to be thoroughly considered whether it makes sense to file an application. Possibly it is hard to display a European dimension of a project, which especially focuses on local situations. In such cases other financial sources – local ones and regional ones – are to be preferred.

➤ **Dissemination:** In addition to the necessary EU-dimension the dissemination of the project in public is an important point. Parts of it are for example flyer, websites, brochures, final reports and the use of other media. It should be considered to publish the most important results in English – if applicable an interpreter can do the translation. A publication in German excludes many European citizens and therefore the benefit for the European area will probably be low.

➤ **Innovative characteristics:** The project should represent an innovative approach. Usually the project application has to describe how the innovative approach looks like. Because this description is very important it has to be strongly considered how the innovation is illustrated the best. This is another reason why crime preventive committees cannot be funded with EU-funds.

➤ **Applicant/project coordinator vs. project partner:** Because of various obstacles, like the high administrative effort, it doesn't always make sense to file an EU- project

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[191] Currently project applications have to be filed with the „Programme Information and Activity Management Operational System – PRIAMOS". A guideline on how to work with PRIAMOS is available under: http://ec.europa.eu/home-affairs/funding/docs/PRIAMOS_guide_for_applicants.pdf, last access: 28.09.2011

application and to be project coordinator. Especially smaller crime preventive committees should think hard before taking this step. It can however make sense to look out for project coordinators, who need additional partners in order to implement their project, because being a partner within an EU-project usually doesn't involve as much effort. If own resources are missing, it can even for applicants and project coordinators be profitable to search for partners, because these partners might provide resources.

Some tasks involved in Community Crime Prevention are very complicated and expert knowledge as well as method competences are needed. In general Community Crime Prevention should be implemented as knowledge based as possible. What works? What doesn't work? It shouldn't be assumed that members of crime preventive committees have method competences or expert knowledge. That is why this chapter gives some indications on how this problem could be dealt with.

1.1 External

Preventive committees / Networks
In many European countries there are preventive committees which deal with the topic of Community Crime Prevention. Often they offer help to other crime preventive committees. For example they publish studies as well as working material and guidelines, they point to financial sources, connect crime preventive actors, conduct evaluations and establish contact for third parties – for example to scientific research facilities. In order to share knowledge and to profit from experiences of the other party, contact should be established at an early stage. Another possibility is the use of already existing crime preventive networks / contact points.[192] These, too, often provide information on the internet and can arrange contact to crime preventive actors.

External measures of further training
In order to increase the professionalism of crime preventive actors courses of further training are recommendable. The Landespräventionsrat Niedersachsen for example offers the Beccaria-qualification-program. It covers 4 modules: Criminology, Crime prevention, project management and project supervision.[193] The modules cover many fields that are relevant for crime preventive work. Because of the participation fee only those people should attend the course, who are likely to stay a while in crime preventive work.
Additionally universities offer seminars for qualification of crime preventive actors. The University of Bremen for example arranges seminars with the topics „project management", „Introduction to methods of public relations" and „sociology of crime". It is often possible to attend lectures for free. However, visiting a seminar is probably only possible after consulting the responsible tutor. Some relevant courses are provided by other further training facilities, like the Volkshochschulen in Germany. Participation however comes often along with high costs. Especially expansive further training should only be attended by actors who are likely to work in the field of crime prevention for a long time.

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[192] See chapter 10
[193] See: http://www.beccaria.de/nano.cms/de/Beccaria_Qualifizierungsprogramm/, last access: 22.06.2012

1.2   Internal

Professional journal / working material
A first, relatively easy and uncomplicated approach to expert knowledge about (communal) crime prevention can be achieved by reading professional journals or books. Furthermore there are (often free of cost) tools which provide a comprehensive insight into a wide range of topics. In addition to that there are materials which deal with certain aspects (like project management) in a more detailed way. For a first research in order to find such materials it is a good idea to search on the internet, at libraries or in professional catalogs. With regard to specialist literature a problem could be that the language is hard to understand, because often professional knowledge is assumed. Without it many terms stay unclear. When texts are very complex they might be interpreted wrongly. A result could be a crime preventive measure which doesn't make any sense. So, the effect of such texts can be very small or even counterproductive. Because of these obstacles it is doubtful that members of crime preventive committees are willing to concern themselves with specialist literature. Theoretically it is possible; however the expenditure of time is not to be underestimated. In order to reduce it for the individual, relevant information like current crime statistics, scientific findings etc. could be prepared and sent out with the newsletter.

Internals measures of further training
Measures of further training can also be done internally. If there is a high enough interest, there could for example be a workshop. Beforehand it has to be checked whether an internal measure makes sense and is helpful for every actor or participation of single members in external measures is less expansive.

Informative meetings
For further qualification of members, crime preventive actors like social workers or police officers could be invited to informative meetings in order to talk about their work or about emerging problems and solution strategies.[194]

Scientific participation/supervision
Because of the complexity of crime prevention it is necessary to involve scientific experts (like social or political scientists, psychologists, criminologists etc.) into Community Crime Prevention. They can give helpful and sometimes even necessary information on methods. They can be involved as permanent members or only participate during a certain project. The probability of scientists being involved as permanent members however is rather low. Instead, most of the time they participate in a project-based manner, for example in context of an evaluation or a criminological region-analysis. Universities and research facilities should be approached in order to get scientific participation (if possible local universities and research facilities and/or those close to the committee).

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[194] Cf. New South Wales Department of Local Government 1998, p. 96 f.

In a world in which the media is a very important aspect, public relations is an essential factor of daily work's success. This also includes the work of crime preventive committees.

„A positive image of preventive work and a transparent exchange of information heighten its position and furthermore can raise citizens' awareness of the topic."[195]
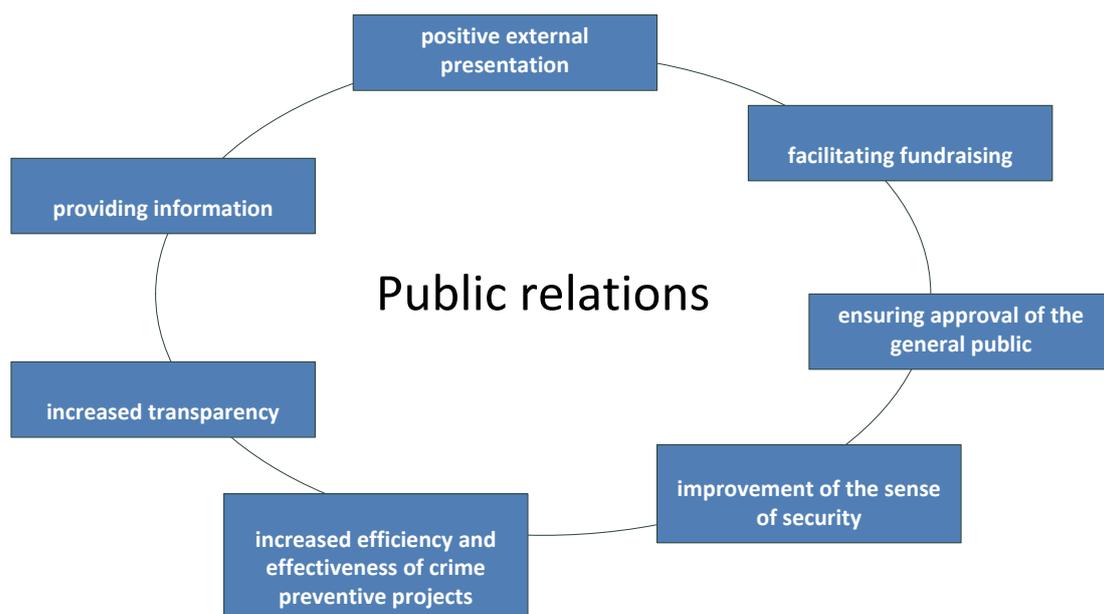
Figure 21: Public relations and its effects

An example of this work could be the information about an initiation of a new preventive Rat or about new projects. This is necessary because projects could be unheard of by the public if there is not enough public relations. A lack of publicity can have a negative effect on the success of projects, while gut public relations can influence the effect of projects in a positive way. Additionally there are other advantages. Public relations can have a positive effect on fund raising and can lead to legitimation and acceptance. Socializing is made easier and therefore often new networks develop. In addition to that the subjective feeling of security is highly influenced by reports of the media. Because one of the goals of Community Crime Prevention is the improvement of the feeling of security and because possibilities of public relations

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[195] See: „Kommunale Kriminalprävention: Kommunale Kriminalprävention als kommunale Sicherheitsvorsorge. Entwicklung eines Strukturmodells". Forum Kriminalprävention, 2005/03

are numerous, it is worthwhile to deal with this topic. Before dealing with certain aspects and basics of public relations the following chart indicates the range of the field.

Table 24: Segmented Public (source: Franck 2008, p. 24)

Segmented Public	Members	Goals of Communication	Means and Media
Internal Public	Members, staff, executive board, Beirat, persons performing their civil service, freelancers, donors	Motivation, commitment, activation	Invitations, protocols, newsletters, mails, internet, intranet, annual reports, countability report, meetings members' meeting, work review
Professional (political) Public	Delegates, parties, parliaments, administrations, media, institutes, scientists, teacher,	Reputation profile support	Events, professional input, hearings, statements, reports, petitions, mails, newsletter, internet informal professional conversations, negotiations
„Core" Public	Dedicated and interested people, concerned persons, donors, patients, clients, relatives, initiatives and organizations with similar goals, sympathizing politicians	Reputation profile trust commitment activation	Events, flyer, posters, advertisements, internet, newsletter, exhibitions, newspaper, work groups, campaigns, phone
Public media	Journalists, readers, listeners, viewers („general" public)	Public awareness Sympathy	Press releases, press conferences, articles, internet, letters to the editor, campaigns, events

There is no thing as „the" public. Public relations can target several different segments of public, which each use different media of communication and have different goals. It is important to gear public relations towards the respective target group.

8.1 Image

The public image has an effect on crime preventive work which shouldn't be underestimated. The Image should motivate the committees' members, commit them on a long-term basis and convince interested people of working in the committee. On the one hand it should provide a high recognition value and on the other hand it should add to one's own identification-process. Accordingly its effect is not only an external one but also internal. In order to be successful in this matter, a strategy of public relations has to be developed.
One very important factor is the organizational structure of crime preventive committees. In a hierarchical organized committee there is the risk of identity and image being decided by people in higher positions while not reflecting the majority. When a committee isn't organized in a hierarchical way it is more likely that the members communicate about the image and decide together. That way there is a high possibility that members accept and represent this identity.[196]

Before dealing with the development of an image it is crucial to answer certain relevant questions. It is important to bear the answers in mind while creating an image.

- Which goals does the committee have?
- Who are the main actors within the committee?
- What are the main target groups of the committee?

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[196] Cf. Franck 2008, p.32 ff.

- What is the focus of the committees' work?
- What effect is the image supposed to have? Respectable? Rather playful? Rather modern?

Not every member has to be involved in creating an image. Instead, a work group "public relations" could be established, where members –who at best know something about public relations- meet and work out a concept together.

The result of this decision process should however be communicated early, so that every member of the committee is informed about the decision. The best would be if the work group had several suggestions and all members decide together what image is acceptable. That way the identification with the committee would be heightened and the fact that members have a say in decisions would be stressed. It has to be ensured that the members' majority accepts the image and realizes it. For example if the template of the write program has changed but not everyone uses it the image is not unitary. This can be the cause of confusion and should be avoided by all means.

One aspect of a unitary image is the creation of a logo, which shows the committees' identity to the public and is used in emails, letters, websites, newsletters, announcements, networks, posters etc. The recognition value is heightened when the developed image is represented strictly respectively when the logo is used consequently

In order to clarify what is described above, some logos of crime preventive committees are presented below. Logo 2, 5 and 8 stress the aspect of collaboration, while logo 5 in addition visually indicates the local orientation with showing the key of the city of Bremen.

Figure 22: Examples of logos of crime preventive committees

In the matter of creating an image Norbert Franck proposes the following: "

1. It is hard to work with an elaborate design with great attention to detail. Every material has to be designed centrally. A flexible use for changing purposes is hardly possible. That is why I propose an image which consists of *few* and *clear* elements and is therefore easy to implement and can be used in different situations.
2. The image should be *clear and unambiguous*. Attempts of keeping it in the spirit of our time or some mixtures of three successful visual appearances of other organizations achieve just the opposite. Who wants to be *hip* today will be *out* tomorrow while never being unambiguous. Mixtures do create a profile, however, not a clear one. Clearness and unambiguousness create distinctness and originality. This is an important basis of being recognized in public
3. Where and when it is possible familiar strategies should be avoided. This is true for choosing paper or color as well as the folding technique. The goal is not to invent something new but to be creative with the available."[197]

8.2   Internal Communication

One important aspect of institutional crime preventive work is internal communication. Norbert Franck states: "

There is an obligation to members. They are to be informed about goals and work of the association. Work plans and work fields are to be made transparent and manageable possibilities of participation are to be offered. Every member should know who they can contact without to much effort when they are interested in a certain topic. A person who does voluntary work should be properly informed – well-directed and on a regular basis. If internal communication does a good job, members might commit themselves to the association and might be motivated to work in it."[198]

This important finding shows that in addition to the importance of external communication internal communication shouldn't be underestimated. Internal communication is fundamental to a crime preventive committee. Some important functions of internal communication are illustrated below:

- Communication creates security and orientation – members of a committee are to be informed about constitution, activities and goals on a regular basis. This way they see how the committee develops and which topics and projects are currently processed or will be worked on in the future. Through that the identification with and the commitment to the committee strengthens. Furthermore the members are then able to report about the committee to the outside world.
- Handling tasks in an acceptable way – Only if instructions and the course of action are clear and responsibilities are made transparent, tasks can be dealt with in a satisfying way. If every member is responsible for every task it is possible that nobody feels the concrete responsibility and some tasks are not handled.
- Advance coordination – especially bigger projects need a good internal communication. If for example a work group has been created in order to implement a project, it is vital that every member of the group knows exactly what tasks he or she has to deal with. That way it can be avoided that several people do the same work. Deadlines can

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[197] Translated: Franck 2008, p. 35.
[198] Translated: ibd., p. 23.

also be relevant. Especially when there is one, communicated and concerted schedules can make the work much easier.

- Handling conflicts – Also in crime preventive committee's conflicts can emerge. There can be disagreements in how to handle specific topics or one member might not be able to continue his or her work because another member hasn't passed on the necessary material he or she was responsible for without communicating it. There has to be a pleasant work climate and a positive culture of constructive criticism in order to establish the use of internal communication and for example point to problems which then can be solved. Good internal communication is able to mediate and arbitrate.

- Communication is the basis of transferring knowledge – In many ways knowledge is a main factor of crime preventive work. If for example one member read an interesting study about prevention of drug dependence and another member knows about a new support program, this knowledge can only be used if it is communicated.

- Outside appearance – Internal communication has an effect on the outside world. If members are not satisfied because their demands are not met, they will state their opinion in the same way they would if they were satisfied. Compromising Statements can have an effect on the committees' image and might therefore impact the acceptance and the possibilities of actions.[199]

It is clear: Internal communication should be given as much space as possible because failing internal communication has a negative effect on collaboration within the committee as well as on the outside. If there is not yet a basis of trust between members it is likely that internal problems are recognized by the outside, which would have a negative effect on external communication. Similar problems occur if external communication doesn't work properly. This is likely to effect internal communication (who is responsible for a mistake?). So an interaction between internal and external communication exists. In summary, internal communication has four goals:
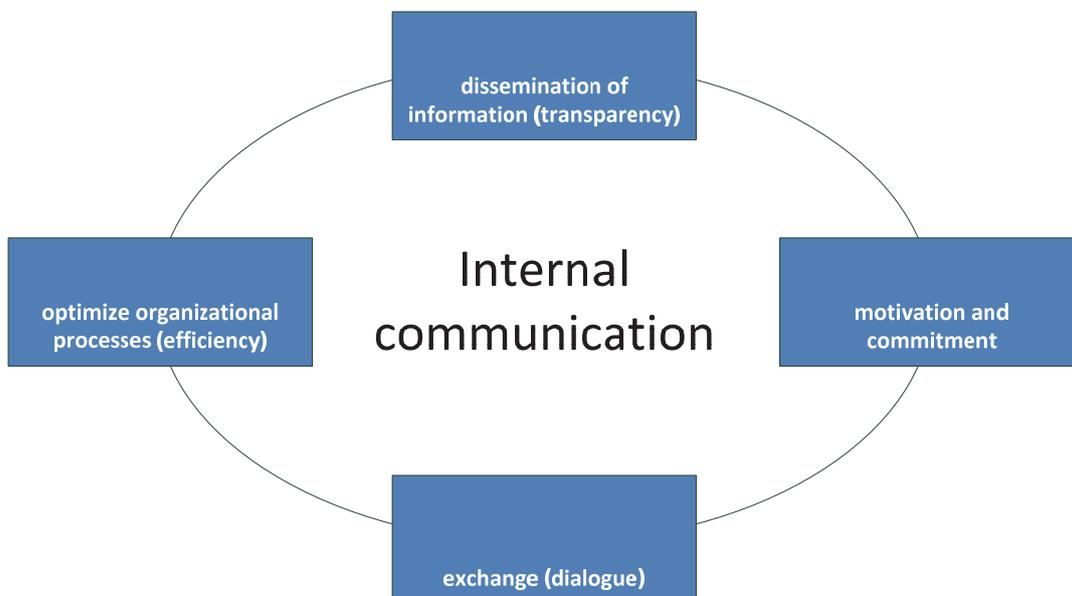

Figure 23: Goals and means of internal communication (source: http://de.wikipedia.org/wiki/Interne_Kommunikation)

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[199] Cf. Georg Herbst 2011, p. 20 ff.

In internal communication every member (including institutions, voluntary workers etc.), participants, administration and other collaborators of a preventive committee are involved. In order to communicate within and with this group there are for example the following possibilities:

- Invitations	- Circular Letters	- Annual reports and accountability reports
- Protocols	- Email	- Meetings
- Members' newspaper	- Internet	- General meetings

8.3 External Communication

„Do good and talk about it", is a well-known phrase by Georg-Volkmar Graf Zedtwitz-Arnim. This is also and especially true for crime preventive committees, whereas the goals of external public relations are multifarious. They are for example:

- Legitimating the own work
- Point out certain topics
- Inform about the own work (create transparency)
- Gain new members
- Support networking
- Promote financial funding.[200]

Because of these important goals, crime preventive committees should concern themselves with the field of external communication in the form of public relations. Contrary to public authorities registered associations don't have an obligation to provide information. If, for example, a representative of the press wants to report on the work of a crime preventive committee and requests information, an answer to this request is not obligatory. At the same time it has to be considered that a good relationship between committee and media provides various possibilities. If representatives of the media feel generally positive about a committee, it is more likely they will pay attention to a press release or report on new work groups and projects. A negative attitude in case of such requests should therefore be well considered. Representatives of the media should, if possible, be involved at an early stage – at best when initiating a crime preventive committee. This point is, at least in German preventive committees, rather unconsidered. Schreiber observed that most of the time local media isn't institutionally integrated into crime preventive committees.[201] Although this doesn't say anything about cooperation with the media -collaboration can for example be informal- an institutional integration provides the possibility of a steady close contact with representatives of the media and therefore of having more influence on its reports. It is recommendable to treat every member of the press equally, because inequality could result in negative reports.

The described form of involvement can also lead to complications. For example, a discussion of a topic/project or of an internal problem might not be meant to reach the public. If a representative of the media is permanently participating such information might get to the outside. In order to minimize this risk a trusting and good relationship has to be established. Regardless of the form of involvement it is important to stay in contact with representatives of the media (especially the local media). Offering concrete contact persons – of the media as well

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[200] Cf. Franck 2008, p.27 & Rat für Kriminalitätsverhütung beim Innenminister des Landes Schleswig-Holstein 1996, p. 72.
[201] Cf. Schreiber 2007, p.41.

as of the committee- can be helpful in this matter.[202] It is advisable to nominate a press officer, who is comprehensively informed and qualified to represent the committee. At best this press officer has high rhetorical abilities and a convincing charisma.

General advice on how to write texts in public relations:

For own texts to be acknowledged by an audience as big as possible, certain general aspects should be considered and put into practice. It begins with the structuring of a text. In this regard Norbert Franck suggests using the so called "AHA" formula. It stands for: "

- **A**ttention: Interesting beginning, after that the
- **H**andling the main point: The most important information and at last
- **A**nything else: Details and specified circumstances."[203]

As you can see a good start is relevant. The most important information has to be mentioned at the beginning, whereas every form of self-portrayal should be avoided. Readers are not primarily interested in the crime preventive committee as such but want to know about activities and new developments. The beginning is supposed to arouse interest in as many readers as possible. An important part of an effective beginning is a good headline. It should concisely inform about the texts' content and create excitement.[204] If there is no good beginning the probability of people reading the rest of the text declines. At worst the text is ignored and thrown away. It has to be clear: Texts in the context of public relations are addressed to the reader, their purpose is not self-congratulation! In addition to the structure the style of writing is important. Regarding to the style of writing Norbert Franck generally recommends the following:

- Short, precise sentences
- Avoid technical terms or use them canny
- Leave out unimportant details
- The focus is on information and facts
- If possible the text should be written loosely and stimulatingly[205]
- Well-considered and gentle mentioning of opinions and judgment (if mentioned, only as a quote while naming the quoted person).[206]

Some tools of public relations are illustrated in the following sections.

8.3.1   Media and press distribution list

At an early stage after creating a committee a media and press distribution list should be generated. It includes contact data – direct contact person, address, email address, phone number – of every relevant newspaper, radio- and TV-station and other representatives of the media. Furthermore it can inform about frequency of publication or the respective coverage.[207]

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[202] Cf. Deutsches Forum Kriminalprävention 2005, p. 12.

[203] Translated: Franck 2008, p. 85.

[204] Cf. ibd., p. 93 f.

[205] Cf. ibd., p. 77 f.

[206] Cf. http://www.press2day.de/write/pressetext_vorlage.html, last access: 04.06.2012.

[207] Cf.. http://www.business-on.de/koeln-bonn/presseverteiler-kolumne-pr-arbeit-pressearbeit-_id12939.html, last access: 30.05.2012

In order to generate such a list it is recommendable to have a look at the yellow pages, visit kiosks and newspaper stores in order to get an overview of the media in general and the local media in particular, to read magazines – because contact data is stated in the masthead section – and to contact other crime preventive committees because they might already have a media and press distribution list.[208] The information of the media and press distribution list is supposed to be as exact as possible. For instance the email address editorial_office@provider.de might reach a person but it is much better if it is ensured that this person is qualified (knowledgeable in field and topic). Thus it is important to have the contact data of this person, so that information can be used accordingly. In order to get to those people a phone call to the editorial office is advisable. Another important point is that the distribution list has to be checked and attended to permanently because otherwise data might become obsolete and therefore useless.[209]

8.3.2 Event announcement

The simplest way to advert to an event, like a public exhibition with the topic "security in the city", is an event announcement. It can be used on the own website as well as it can be sent to the press with the request of publishing it. In general an event announcement consists of three elements:

1. The *headline* – not more than one line – informs the journalist about the reason of the event. The topic should become clear at first glance. The subhead „Attention editorial offices: Please make announcement" clarifies what journalists are asked to do.

2. The *main text* describes the events' occasion in a clear and brief way. It is important to get to the point quickly and to be precise at the same time. An event announcement has to be formulated down-to-earth and neutral. You can leave out "Mr." and "Mrs." but not the first names, which have to be mentioned at least once. Titles are to be mentioned only once. Precise descriptions of time and place make it easier for journalists to plan their work. Thus when stating a date – 03.05.2011- one should always mention the day of the week. Especially for people who are not familiar with the area simple directions (route map) can be helpful.

3. At the *end* a contact person is stated. That way Journalists know who to ask any questions they have. The contact person should be available as much as possible and able to answer promptly.

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[208] Cf. http://www.gdrc.org/ngo/media/002.html, last access 18.10.2010.
[209] Cf. Regiestelle „TOLERANZ FÖRDERN – KOMPETENZ STÄRKEN" 2011, p. 12.

| **Example: Event announcement**	
<u>**Exhibition on crime prevention in urban districts**</u> Attention editorial offices: Please make announcement	Headline
Crime prevention is in the interest of all of us. Good crime prevention creates a better quality of life in an urban district. But how can interested people play a part? Which activities do already exist in the district? How can valuables be secured in a better way? How do I secure my apartment? Those are questions which will be answered in the two-day exhibition "crime prevention in urban districts" by the preventive Rat Dinklage. In addition to concrete possibilities of prevention the exhibition will focus on crime preventive activities within the district and point out possibilities of participation. The exhibition will take place in the assembly hall of the Heinrich-Albers-School, Rothenbuschweg 13, first floor. It starts on Friday the 7th of April at 10am and ends on Saturday the 8th of April at 4pm. The exhibition is open to the public, there are no charges All representatives of the media are sincerely invited.	Main text
For more information contact: Helmut Heinrichs Preventive Rat Dinklage Phone: (if possible, state the time the person is available: Monday to Thursday 10am to 6pm) E-Mail:	End

In order to avoid oblivion, the announcement shouldn't be sent to editorial offices 3 weeks in advance but rather 1 week before the event.

8.3.3 Press release

One important tool which helps to inform about current developments, projects etc. is a press release. Before a press release is passed on it has to be considered if the information one wants to share is relevant enough and therefore worth publishing. It doesn't make sense to constantly sent press releases to representatives of the media. At worst it leads to them ignoring relevant press releases – "Oh no, not again!" . In order to avoid this, one should try to put oneself in the representatives' position and think about which information is worth reading for a wide range of the public. Adequate occasions for a press release are for example an anniversary which is publicly celebrated or the initiation of a new project. Generally a press release should deal with the following questions:

- *Who* did something/ wants to do something
- *What* has happened/ shall happen?
- *When* did the occasion occur/ *when* will it occur?
- *Where* did it take place/ shall it take place?
- *How* did it take place/ will it take place?
- *What* are the causes of the occasion/ what is the reason?[210]

A good press release answers all those questions, without however, exceeding one DIN-A4 page in length. Altogether a press release shouldn't contain less than 25 and more than 50 lines. If the release is too long, journalists have to put more work into it and it might be ignored. Generally a press release consists of the following elements:

1. *Headline* – The headline –one line- is put at the beginning of the press release. It informs about the content of the release.
2. *Subhead* – Under the headline there should bet he subhead. It consists of at most two lines and summarizes the content in a clear and brief way.
3. *Main part* – The main part answers the before mentioned questions. It is important that those are answered at the beginning of the main part. The basic information has to be made clear early. Otherwise there is the risk of representatives of the media ignoring the press release.
4. *Boilerplate* – The boilerplate is a short self-portrayal of not more than 6 lines. It usually consists of the following information: name, size and place of business/scope of the institution, field of action, goals and contact data.
5. *Press contact data* – It is crucial to state press contact data at the end of a press release so that representatives of the media have a contact person if there are any questions. It should be as comprehensive as possible, for example cell phone number, email address etc. Furthermore the contact person should be qualified rhetorically and in a competent and professional manner. That way she or he is well able to deal with possible questions.[211]

Sometimes it makes sense to formulate a **holdback period**. The consequence is that the press release can't be published before a stated date. For a holdback period to make sense the dates of publication (daily, weekly, monthly etc.) of relevant newspapers should be found out beforehand. A newspaper might be published only once a month. In such cases one has to consider that a holdback period might lead to a publication at a later date than the occasion announced in the release. If necessary the content of the press release can be adjusted and a holdback period avoided. In order to make a publication more probable, one can send pictures (for example as an attachment in an email) in addition to the press release. These have to be directly related to the press release. If possible standard designs are to be avoided. Instead one might choose dynamic pictures. Also the quality of pictures has to be considered, because amateurish photos can reflect on the image in a negative way.

It is advisable to provide pictures in different file formats. Common ones are for example JPG, TIFF, EPS, PSD, but highly recommendable is the JPG-format because its high compatibility. If there are only pictures available which are not suitable, no picture should be sent at all.

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[210] Franck 2008, p. 87.

[211] Cf. Regiestelle "TOLERANZ FÖRDERN – KOMPETENZ STÄRKEN" 2011, p. 10f.; http://www.business-on.de/muenchen/pressemitteilungen-meldungen-schreiben-aufbau-ueberschrift-lead-_id14179.html, last access: 03.05.2012.

The following checklist summarizes the questions that should be answered in a press release:
"

- Does it state the place and date of delivery?
- Is the headline clear and brief?
- Is the subhead insightful enough?
- Is the most important message stated first?
- Do the first lines of the main part answer the above mentioned five questions?
- Is the information structured in a logical order?
- Are all the used quotes authorized?
- Is there a boilerplate? (...)
- Are contact data and contact persons mentioned and up-to-date?"[212]

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[212] Translated: Regiestelle „TOLERANZ FÖRDERN – KOMPETENZ STÄRKEN" 2011.

DEUTSCHER PRÄVENTIONSTAG

Pressemitteilung

Nr. 4/2012
17. April 2012

Susanne Kirchhoff
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Deutscher Präventionstag findet deutliche Worte

Kriminalprävention kann und darf Sozialpolitik nicht ersetzen

HANNOVER/MÜNCHEN. Zum Abschluss des 17. Deutschen Präventionstages in München forderte der Deutsche Präventionstag die Politik nachdrücklich auf, an dem im Grundgesetz verankerten Sozialstaatsprinzip festzuhalten. Kriminalprävention könne und dürfe Sozialpolitik nicht ersetzen. Vielmehr, so der Deutsche Präventionstag und seine Partner in der Münchener Erklärung, sei Kriminalprävention eng zu verstehen: Nur diejenigen Strategien, Konzepte und Maßnahmen, die tatsächlich direkt oder indirekt die Verhinderung oder Minderung von Kriminalität zum Ziel haben, dürften als „kriminalpräventiv" bezeichnet werden.

Die Münchener Erklärung basiert auf dem Gutachten „Sicher leben in Stadt und Land", das Frau Dr. Wiebke Steffen im Auftrag des Deutschen Präventionstages erstellte (vergl. Presseinformation Nr. 2/2012). Das Gutachten sowie die Münchener Erklärung finden Sie in der Anlage.

Den 17. Deutschen Präventionstag im ICM haben in den vergangenen zwei Tagen rund 4.000 Teilnehmer besucht. Erich Marks, Geschäftsführer des Deutschen Präventionstages, zog in der Abschlussveranstaltung eine sehr positive Bilanz: „Es war gut und richtig, das Thema Sicherheit aufzugreifen und zum Schwerpunkt des diesjährigen Kongresses zu machen. Deutlicher als bislang sind wir aufgefordert, uns über unsere Verständnisse, Haltungen und die Messbarkeit wirksamen präventiven Handelns zu verständigen. Denn: Ein selbstbestimmtes, glückliches Leben nachfolgender Generationen ist das Generalziel allen präventiven Handelns."

Der 18. Deutsche Präventionstag findet am 22. und 23. April 2013 in Bielefeld statt. Wir freuen uns auf Sie!

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8.3.4 Press Conference

Similar to the before mentioned press release in matters of a press conference it has to be considered if an occasion justifies it. Even more so, because the effort –for the organizer as well as for representatives of the media- of having a conference is much higher than sending out a press release. A press conference should be held if a release doesn't do the occasion justice. Occasions where crime preventive committees can hold a press conference are for example:

- Introduction of the new crime preventive committee
- Launch of an important and huge crime preventive project, for example funded by the EU
- Presentation of the results of a symposium, study conference or survey

Especially in areas where the media doesn't have a wide range of occurrences, like in more rural areas where there is only one local newspaper, the relevance of a topic as well as the size of available media has to be considered. Even if a topic is relevant in some areas it might happen that just a few representatives of the media attend to a press conference. This lies in the nature of the topic of Community Crime Prevention. Work of the committee is likely to be interesting for regional areas, not for supra-regional ones. With this in mind it is even more reasonable to think hard before deciding to hold a press conference, because it also has to be considered if there will be enough people listening.

The following aspects are to be considered when organizing a press conference:

- Topic:
  o First the topic has to be clearly defined and localized. It is important to clarify beforehand which information has to be given in any event. Relevance of this information has to be high so that representatives of the press feel addressed and concerned enough to report about the topic. Information has to have a news-value and therefore has to address a target group as large as possible.
- Selection of speakers
  o At the beginning the question evolves who should perform as speakers at the press conference.
  o Besides that it is also important to decide how many speakers should present at the conference. Altogether the number of speakers should not be higher than three. Only in exceptional cases - in the case of huge and central events which involve a lot of people and therefore bring much feedback or if an important donor wants to present something – more speakers should be invited.
- Arrange the moderation
  o The main task of the moderator is to introduce the topic and the speakers with their contributions at the beginning of the press conference. If the moderator is not known by all participants of the press conference he or she should introduce himself too. After the speakers have finished their contributions - the moderator is allowed to hint towards missed but important aspects after each distribution – he or she has to moderate the upcoming questions.
  o According to the relevance of the topic and naturally also according to the available resources it has to be decided who is going to do the moderation. If the crime preventing committee is equipped with a press spokesman it makes sense that he or she moderates the conference. If the committee doesn't have a press spokesman it has to be checked if another member of the committee is able to moderate the conference. This could for example be a board member or

a member of the core group. The person should have respective means of social competences (self-confidence, clear speech etc.) and moderation techniques. It has to be considered that the moderator only undertakes the role of the moderator and does not additionally appear on the scene as a speaker and therefore gets into a conflict of roles. Further imaginable is the involvement of professional moderators who are known from press, radio and television. This moderators however normally demand a fee and moreover request a larger effort of organization.

- Preliminary discussions with the speakers
  o During a preliminary briefing with the speakers it has to be decided which positions the speakers are going to represent and which statements they consider as central and therefore need to be nominated. The development of a "road map" for the press conference provides an important structural contribution. The sequence as well as the duration of the speakers´ contributions has to be discussed with the moderator and agreed compulsory. Usually a speaker should under no circumstances talk longer than 15 - only 10 are even more advisable - minutes. In this case less is more. The "bare essentials" should be pointed out. Excessive self-displays should be avoided, otherwise the media representatives leave the press conference without getting the central aspects. Afterwards it will be difficult to make people participate at further press conferences.

- Location of the press conference
  o A press conference is something special and should therefore be "merchandised" in a respective way. This contains the selection of a suitable location. The location should emphasize the occasion of the press conference if possible. If, for example a youth center is to be inaugurated the press conference could take place there if the location allows it.
  o Generally the location should be easily reachable in a short time. To simplify the approach directions can be attached to the invitation. The location must provide enough space for the visitors, cater appropriate conditions of illuminations (bright and friendly) and if applicable allow the usage of technical means (projector etc.)

- Determine a date
  o The date of the press conference hast to be chosen in a way that allows as many media representatives as possible to join the conference. For this it is helpful to know the daily routine of the editorial team. The following data may not fit all European press organs; they shall however offer some clues. Press conferences should never take place before 9.30 am and after 3 pm, as the editorial team usually writes the articles for the following day in the afternoon. Advisable to call a press conference is the period between 11 am and 2 pm. Press conferences should not be called on Mondays - on that day the editorial team usually plans the week - or on Friday afternoon. Exceptional situations may allow to call a press conference even on these days, but this generally leads to little interest if the topic is not so important and acute that the date is of only little relevance.
  o A press conference should only in exceptional situations take more than one hour.
  o Further it is important to consider parallel events when determining the date for the press conference. A press conference should not take place if at the same time a major delegation visits the mayor and a press conference takes place there, too. Presumably the press is going to join this press conference rather

than a crime preventive one. The "competition situation" should be as positive as possible. It is helpful to consider the calendar of events or if necessary ask media representatives.

- Check the technical devices
  - o It is by all means necessary to check which technical devices the location has and if they are working before the conference takes place. During the briefing with the speakers it has to be resolved which technical devices they need for their distributions
- Catering
  - o Journalists are doing their work when joining a press conference. They want to receive relevant information to report about something/ the topic. The catering should be regarded respectively. It is sufficient to serve coffee, tea and soda. Only if a longer date is planned or if the press conference takes place at lunchtime small snacks or cookies can be served. Even this however, is not necessary.
- Create an information kit / portfolio
  - o As service for the media representatives a portfolio can be created. The portfolio, in addition to the mandatory press release, contains further relevant background material. This can for example be statistics (if results of an important survey are introduced), illustrations (if a playground, youth center etc. has been renovated or built) or other background information (i.e. the structure and the assignments of the newly founded crime preventing council). Here again the principle of less is often more counts. The portfolio has to be created in order to motivate the reader to report about the subject and not to overburden him or her.

After dealing with these points, representatives of the press have to be made aware of the press conference. Schematic procedure of a press conference:

| **Possibly photo session** | The photo session should take place 15 minutes before the press conference. It has to be discussed with the speakers and mentioned in the invitation beforehand. |

| **Greeting/introduction** | The moderator can introduce herself or himself and point out the occasion and topic of the press conference. If a portfolio has been created should inform about it. After that she or he briefly introduces – name and function- the speakers and says a few words to their contributions. |

| **Short presentations / statements** | Usually, interposed questions are not allowed. They disturb the oral fluency. Journalists should ask their questions during the question period afterwards. |

| **Question period** | Now journalists have the chance to ask the speakers questions. The questions are to be answered – no matter how meaningless the question might seem- in a polite (never educational) way. If one person demands much more time than others it is recommendable to propose a one-on-one interview after the conference. |

| **Conclusion (informal part)** | When every question is answered or the interest is not as high the moderator ends the official part of the press conference. Speakers and organizers should be available for at least 15 more minutes in case of one-on-one interviews or further questions. This has to be clarified with the speakers beforehand. Not only journalists can use this time but also every other person who wants to socialize, to consolidate already existing contacts or to ask how the press conference is evaluated by other participants. |

9. Conclusion

We hope this guideline offered a first insight into different aspects of Community Crime Prevention and was able to arouse interest or answer open questions. We are aware that not every aspect was discussed in detail. In context of a guideline this is hardly possible because of the complexity of the topics (like conducting an evaluation or third-party acquisition). Where it was applicable we tried to recommend literature (in step with actual practice and easy to understand), which you can use in order to expand your knowledge with regard to a certain topic.
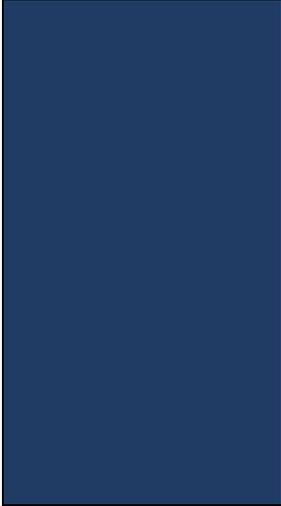
10. Crime preventive contact points

Here you can find different Links. There you can find contact persons, more links and helpful content.

Beccaria Portal (Germany)   www.beccaria-portal.org/
Deutscher Präventionstag (Germany)   www.praeventionstag.de/
Deutsch-Europäische   http://www.defus.org/
Forum für Urbane Sicherheit (Germany)

European Crime Prevention Network (Europe)   www.eucpn.org

European Forum for Urban Safety (Europe)   www.fesu.org
United Nations Office on Drugs and Crime   www.unodc.org/
(Global)

Table of appendixes:

Appendix

Appendix 1

Model of crime preventive committees' basis of contracts

Example 1: Open Structure
Goals The "Präventionsrats" goal especially is to promote a peaceful living together and to increase the quality of live in the community. A stabilization of the sense of community, of a "we-feeling", own initiative and self-organization can promote a "culture of cooperation and attention" in a district. In order to do that, the Präventionsrat mainly tries to promote collaboration and exchange of information. Collaboration in this case has to occur on a long term basis, it has to be well structured and it has to involve as many institutions and individuals as possible in order to successfully work on the society-wide task. That is why the Präventionsrat wants to bring different local powers together, to combine given competences and therefore establish a lasting and reliable community prevention The Präventionsrat is generally open to every topic. This openness makes a flexible handling of regional changes possible and avoids the exclusion of potentially interested people, who could be scared of by a working focus set to narrow.   Topics Nevertheless the following points shall frame possible topics the Präventionsrat deals with: (a) youth welfare and crime prevention (b) violence prevention (c) health prevention (d) addiction prevention (i.e. addiction to alcohol, drugs, gambling and media) (e) promotion of public security (f) promotion of integration (g) Handling of "right-wing violence" (h) subjective fear of crime (i) civil courage 3. bylaws   The following bylaws are the working basis of the Präventionsrats (…): 1. The Präventionsrat (…) is a forum, where individuals, institutions and organizations meet voluntarily in order to realize the goals of the Präventionsrat together. 2. The Präventionsrat (…) consists of a core group, the forum and various sub-working groups (UGs) which are built as needed. 3. In order to be a member of the Präventionsrat (…) you have to take part in the forum. A application for membership is not necessary. Membership is free of charge and participation

at events of the Präventionsrat is not obligatory. However, regularly collaboration is, due to continuing preventive work, desired.

4. The Präventionsrat (…) is organized in a grass-roots democratic way. Members of the Präventionsrat West are equal. Every decision-process is based on the majority principle, which means that every decision is made by all the people participating in the forum. Every individual has one vote. This organizational basis is supposed to avoid instrumentalization of the forum.

5. The core group has the function of a steering group. It takes care of the organizational administration of the Präventionsrat (…). The core group leads and moderates the Präventionsrat's work and (…) ensures that the Präventionsrat pursues the goals of the preamble on a long-term basis. The group arranges appointments of the forum and organizes an early invitation of members and external people interested. It makes suggestions for agenda items and motivates members of the Präventionsrat (…) to participate actively. It coordinates work groups and collects their results. Furthermore one of its tasks is to organize public relations. The core group consists of interested members of the forum and regularly meets at the Gesundheitstreffpunkt (…).

6. The members of the Präventionsrat meet at least three times a year on Wednesdays from 3pm to 5:30pm in the forum. Members are informed about the agenda items by the core group beforehand. Members of the Präventionsrat can give suggestions to the core group concerning agenda items. The work groups' results as well as the further development of the Präventionsrat are discussed within the forum. The forum is generally open for every interested person, however people from the press can be excluded. The minutes of every meeting have to be kept by the core group. These are provided for the members together with the invitation to the next meeting.

7. The sub-working groups of the Präventionsrat (…) work independently on selected topics, which however have to match the Präventionsrat's goals. The work groups' organization (appointments, work-structure, consistency etc.) is dealt with by their members. Membership in work groups is voluntary. Members of the work groups have to ensure that work is done continuously and goal-oriented. Work groups elect their spokesperson by themselves. The spokesperson stays in close contact with the core group. The core group has to be informed about every activity of a work group at an early stage. For example it should be informed about the focus with regards to content, appointments, members and possible problems. Work groups are not allowed to publish their results without the core groups' approval. Participation in a work group is not bound to participation in the forum.

8. Members of the Präventionsrat (…) are allowed to contact the public. However, they are not allowed to speak in the Präventionsrat's name. Individual statements have to be clarified as such. After consulting the core group individuals or work groups may contact the public in the name of the Präventionsrat.

9. In order to change the preamble three fourth of a meeting have to vote for the suggested changing.

10. The preamble was agreed upon in a meeting on (…).

Bylaws of the Kriminalpräventiven Rat of the city of Meckenheim
Preamble

Security and order are two of the most important needs of human beings and part of the quality of life. In order to decrease crime, there has to be done something against its causes in the same way there has to be done something against crime itself. The fear of crime and disturbance of public order have to be taken seriously. A strategy with lasting effects has to consider the variety of causes and has to develop a comprehensive master plan. It also has to be considered that governmental offices as well as non governmental organizations have responsibilities their selves and have a share in preventing crime or rather can have a share. Those are supposed to be initiated by the Kriminalpräventiven Rat as well as connected and coordinated. Against this background the Kriminalpräventive Rat of the city of Meckenheim developed the following bylaws:

§ 1 Purpose and goal

Purpose and goal of establishing a crime preventive Rat is to prevent crime and strengthen the citizen's feeling of security with help by governmental, communal and private actions. The actions of the initiative are based on the assumption that crime prevention is a task across society.

§ 2 Tasks

(1) The crime preventive Rat's task is cross-social. The responsibility here is shared by the Rat of the city of Meckenheim, the cities administration, the police, the justice, other governmental institutions, non-governmental organizations, the economy, the media, and the society.
(2) The crime preventive Rat helps with
- the local work of prevention, because it establishes and publishes concepts of prevention, which are capable of protecting people from crime
- consulting-services for citizens, institutions and associations; education of the society in causes and interrelations of crime, promoting individual responsibility
- Public relations; publication of methods of crime prevention in suitable media
(3) The crime preventive Rat combines the contact and the exchange of experiences between police, prosecution, justice and other agencies participating in crime prevention. In order to attain its goal the Rat brings together people and institutions of a large variety of professions and scopes of duties, which could contribute to crime prevention. One of the Rat's goals is to develop a widespread network.

§ 3 Organization

The crime preventive Rat is divided into the following facilities
- the steering group
- the working rounds
- the secretary

§ 4 Steering group

(1) The steering group is the central committee of direction within the crime preventive Rat. It consists of the Chief of Police, the police headquarters of Bonn, the major of the city of Meckenheim, the secretary of the crime preventive Rat and one other participating institution which is entitled to vote
- the prosecution of Bonn
- the responsible Amts-court
- the Meckenheimer Verbund e.V.
- the catholic church (Seelsorgebereich Meckenheim)
- the evangelical church of Meckenheim
- the Migrantenselbstorganisation.
(2) According to contexts of ongoing or planned projects of the working rounds (§ 5) the steering group is allowed to consult other competent representatives of concerned institutions and organizations, which are also entitled to vote.
(3) Chairpersons of the steering group are the major of Meckenheim and the chief of police of the police headquarters of Bonn. They take turns in chairing the meetings and are represented by their respective representatives in office.
(4) Every decision has to be made in consensus if possible. If there is no consensus a majority decision can be made. However, it is only valid if both of the chairpersons agree.
(6) Duties of the steering group are in addition to the central directing of the whole crime preventive Rat
- the initiation of working rounds and their leaders,
- the choice of projects
- the initiation and steering of projects,
- the prioritization of certain projects,
- the prearrangement of the press conferences of § 9 para. 3.

§ 5 Working rounds

(1) Members and involved people are representatives of public authority, institutions, organizations and individuals who are selected by the steering group with regards to content.
(2) The working rounds establish their work programs and targets autonomously in accordance with the assignments of the steering group.
(3) The heads and deputy heads of the working rounds are appointed by the steering group. They are in charge of preparing and leading the working rounds' meetings as well as of documenting the results together with the executive board and reporting them within a time frame, which has been agreed upon before, to the steering group.
(4) Working groups can consult experts, who are not members. These experts are not entitled to vote.
(5) Under the condition that the head of the working round agrees § 4 para. 4 applies to decision making within the working rounds

§ 6 Secretary

(1) The executive board falls to an employee of the city of Meckenheim (secretary). He or she is selected by the major of Meckenheim in agreement with the chief of police of the police headquarters Bonn.

(2) The secretary is responsible for current transactions of the crime preventive Rat. After clearance with the chairperson of the steering group, he or she is in charge of the organizational coordination of the crime preventive Rat's and its committees' actions. Additionally she or he supports the creation of networks with various topics.

(3) The costs of the executive board of the crime preventive Rat bears the city of Meckenheim.

§ 7 Obligation to secrecy

Every member of the crime preventive Rat (steering group, executive board, working rounds) as well as the consulted external experts are obligated to secrecy in matters of the meetings and as confidential labeled documents and information.

§ 8 Meetings

(1) The steering group as well as the working rounds of the crime preventive Rat meet according to requirements. The agenda is determined by the head of the steering group or the head of the working round.

(2) Meetings of steering group and working rounds are generally not held in public. Variations are possible if there is an unanimous resolution of the steering group.

(3) Invitations to meetings under specification of time and place are to be sent out in writing to the members at least two weeks before. The agenda has to be communicated to the members at least seven days before the meeting is held.

(4)In every meeting a recording clerk has to be announced, who documents the respective meetings of the steering group or the working rounds.

§ 9 Reporting System

(1) The steering group reports to the Stadtrat at least once a year, describing the current state of work of all essential prevention projects and activities in the city of Meckenheim (communal and private institutions as well as the police).

(2)The secretary continuously informs the responsible expert committee about the main prevention measurements and the concepts they are based on. She or he can also make suggestions about possible additions or further development of the measurements.

(3) As and when required a press conference of the crime preventive Rat can be held, in which the steering group as well as the representatives of the working rounds and projects take part. That way a broad public can be informed about tasks, goals and results of the initiative.

§ 10 Entry into force

The bylaws enter into force as from august the first, 2009.

Example 3: Rather closed structure

§ 1 Preamble

The preventive Rat Gelsenkirchen accommodates the connection between security and feeling of security as well as between urbanity and urban society in the context of a holistic view at the city's districts and living environments. It helps to shape the image and the appearance of the city.

The preventive Rat initiates and assists measurements of crime prevention and the prevention of traffic accidents. It combines a variety of crime preventive committees, round tables, partnerships of order and supports the integration of citizens, who want to do voluntary work.

The preventive Rat is committed to participation and gender mainstreaming.

§ 2 Steering group (LG)

The steering group is the decision-committee in matters of strategical orientation of the preventive Rat and moderates a mutual decision-process of city and police. The city is represented by the major, a directorate engaged in matters of prevention, the police with its chief of police and the head of the office "averting of danger and law enforcement". Chairpersons are the major and the chief of police taking turns every two years.

The steering group meets every half year and when there is concrete need.

§ 3 Executive Board (GF)

The executive board consists of a representative of the city and a representative of the police.

Its tasks are to create an annual report, to organize the steering groups' meetings and meetings of the Beirat including transcripts. The executive board ensures the exchange of information between steering group, *Verein zur Förderung von Kriminal und Verkehrsprävention*, Fachkreise as well as the local prevention Rat. It is in charge of the prevention Rat's website and evaluations of projects/measurements. After clearance with the steering group and the press offices of city and police the executive board is also in charge of public relations.

Special tasks can be conferred.

§ 4 Fachkreise (FK)

The Fachkreise counsel and support the steering group and the local prevention Rat. They are (with exception of FK3/ target group orientated) issue-related and are formed out of already existing crime preventive committees, round tables, partnerships of order and prevention projects.

Members of the FK agreed to participate in the respective forums of the opening event. Every Fachkreis elects a leader and a substitution. The issue-related offices of city and police participate in Fachkreisen/committees. Fachkreise determine the frequency of the meetings autonomously. Annually at least three meetings are to be held. Results are to be documented and passed on to the executive board.

The specific issues of the FK can be developed further.

§ 5 Fachkreis 1 (FK 1)

"technical crime prevention and crime prevention within urban planning /environment/ cleanliness"

The basis of the Fachkreis 1's work is technical crime prevention and crime prevention within urban planning. Cooperation additionally has to focus on measurements of preventing environmental damage and ensuring cleanliness within the city (i.e. Preventing Graffiti).

§ 6 Fachkreis 2 (FK 2)

"General behavioral prevention in the field of victim protection/integration"

Fachkreis 2 is concerned with prevention of addiction and violence. The integration of the round table with the topic "domestic violence" has the effect of an integration of the public authority's, counseling centers' and the Frauenhaus' delegates of victim protection and women.

Additionally, integration is an important part of crime prevention.

§ 7 Fachkreis 3 (FK 3)

"Prevention for children,youth and schools"

The Fachkreis 3 develops and coordinates measurements and projects concerning crime prevention of minors, youth protection and prevention of addiction of minors – in kindergartens, schools and leisure time. Topics also include prevention of violence of children, adolescents and young adults. Schools, kindergartens, Jugendamt, Schulamt, police, Kinderschutzbund and similar institutions are supposed to establish networks and develop existing networks further.

§ 8 Fachkreis 4 (FK 4)

"Traffic prevention / Public transport"

Especially the traffic-education of children and adolescents is included in the work of Fachkreis 4. Goals are general aspects of traffic-education and the initiation of design/constructional traffic prevention.

Additionally the FK deals with the affairs of the public transport in matters of traffic and crime prevention. Here, the involvement of transport authorities, Deutsche Bahn AG and Verkehrverbund Rhein-Ruhr are essential.

§ 9 Local prevention Räte (ÖPR)

The local prevention Räte of the districts are the basis of the prevention Rat. The formation of association by citizens' own initiative can be supported by the districts' offices and the Be-

zirksvertretungen.

The Ordnungsamt's local responsible employee in the field as well as the Bezirks-dienstbeamte of the police participate actively in the ÖPR. They are available contact persons

The ÖPR elect a chairperson and her or his substitution.

The ÖPR determine the frequency of their meetings autonomously, however there have to be at least three meetings a year, which have to be documented. The transcripts are to be sent to the executive boards. The prevention-commissariat of the police selects the contact person of the ÖPR.

§ 10 Beirat (BR)

Every 6 month and as needed the Beirat meets. It consists of at least one representative of the steering group (chair), of the *Vereins zur Förderung von Kriminal- und Verkehrsprävention,* of the executive board, the heads of the Fachkreise and the heads of the local prevention Räte.

The Beirat gets the reports of the Fachkreise and the local prevention Räte. It advises the steering group in matters of projects /actions of crime and traffic prevention. After intense debate a preselection of projects / actions is made, which is brought before the steering group with a recommendation.

§ 11 Projects / preventive actions

Projects and accordingly preventive actions are determined by the Fachkreise and the local prevention Räte. They are generally carried out autonomously. The executive board is to be informed about projects / actions.

Projects and actions, which produce costs, require intense personal supervision, are extremely important or which are in the interest of the whole community are to be agreed upon by the steering group.

If required, the steering group asks the Verein zur Förderung von Kriminal- und Verkehr-sprävention for support of the project and accordingly the action.

§ 12 Evaluation

Especially actions, which produce costs have to be evaluated with focus on the process and outcome.

§ 13 Public relations / Internet

The steering group is in charge of public relations, which are prepared by the executive board. Publication of general importance for the prevention Rat are to be agreed upon by at least two members of the steering group.

The prevention Rat Gelsenkirchen presents itself on the following websites:

"www.praeventionsrat-gelsenkirchen.de" or "www.praege.de".

Main goal of the websites is public relations. Here, prevention, responsible people, partners, projects and actions are made public. This public content is verified by the executive board and if applicable additional responsible people. The forum is moderated by the executive board.

At the same time the Internet presence is aimed at easier communication within the prevention Rat. Members of the prevention Rat get access authorization to a structure behind the public site, which makes communication and further information possible. Access and handling of the Internet presence are regulated in a mandatory way.

Gelsenkirchen, October the 10th, 2006[213]

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[213] http://www.praege.de/index.php?option=com_content&task=view&id=31&Itemid=54, accessed: 25.01.2011

Appendix 2

Exemplifying questionnaire on intra- and inter-communication in a network-sub-project[214]

Dr. Rainer Hoffmann

Tel.: +49 (0)421 361 - 51 18

Email: Rainer.Hoffmann@hfoev.bremen.de

Dear Sir or Madam,

Before you fill out this questionnaire for the study **„How did collaboration progress?"** we would like to introduce the questionnaire so that you know what kind of committment you make.

What is the study about?	With this survey we ask you, the people involved in the measure „Moral courage – courageousness against violence" for your help.
	We would like to learn more about the collaboration of the involved people in your project and about the collaboration between projects.
How are the results used?	The results are supposed to give an insight on how to further proceed within the measure „Moral courage – courageousness against violence".
	The working group 'moral courage' will of course be informed about the analysis of the survey.
Is the survey anonymous?	Anonymity of the questionnaires is ensured.

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[214] Hoffmann; Schmidt 2007, p. 91 ff.

Who shall fill out the questionnaire?	The questionnaire addresses all the people involved in the measure „moral courage – courageousness against violence".
How long does it take to fill out the questionnaire?	Filling out the questionnaire won't take more than 15 minutes
When do we need your questionnaire?	Please send the filled out questionnaire back **by the 24th of September** at the latest.
One final request:	The more filled out questionnaires are sent back, the more significant is the knowledge gained within the analysis. So please help us and participate in this survey.
Contact person:	• **Dr. Rainer Hoffmann** Telephone: 0421 / 361 51 18 Fax: 0421 / 361 599 06 E-Mail: Rainer.Hoffmann@HfOEV.BREMEN.DE

Thank you very much for your help!

_____

Dr. Rainer Hoffmann   The project „Community crime preventi
IPOS – Institut für Polizei- und   on" at the Hochschule für Öffentliche
Security research Bremen   Verwaltung

1. **Please give us short information on your person.**

Age   _____ years
Gender   female   ☐   male   ☐
Profession   _____

2. How did you come across the measure „moral courage – courageousness against violence"?

Friends / Relatives	☐	Press	☐
Neighbors	☐	Radio / TV	☐
Coworkers	☐	Flyer / Sticker	☐
Superior	☐	Internet	☐
Events	☐		

Other: _____

3. Are you or have you been participating in one of the following additional fields?

Voluntary work	☐	in similar projects	☐
Association activities	☐	no previous experience	☐

4. What was your motivation to participate in the measure „moral courage – courageousness against violence"?

positive experience with moral courage	☐
negative experience with moral courage	☐
professional background	☐

other reasons: _____

5. What project do you mainly participate in?

Anti-violence project school	☐	Public relations	☐
Parents against violence	☐	Police puppet show	☐
Children's musical „Karlinchen"	☐	Mediation elementary school	☐
Girls' project Internet	☐	Prevention of addiction in school	☐
Mediation in kindergartens	☐	Play	☐
Mediation in the urban district	☐		

6. **Please mark your field of action within your project with a cross.**

Planning / Establishment	☐	Participant in further training	☐
Realization / Implementaion	☐	Head of further training	☐
Advertising / Media	☐		

Other fields: _____

7. **How do you communicate within your project?**

face-to-face	often ☐	rarely ☐	never ☐
in writing	often ☐	rarely ☐	never ☐
by phone	often ☐	rarely ☐	never ☐

8. **Which of the following types of communication do you use most frequently within your project?**

face-to-face	☐
in writing	☐
by phone	☐

9. **For how long have you been participating in your project?**

since the beginning	☐	less than a year	☐
more than a year	☐	less than a month	☐

10. **How much time do you approximately invest in your project?**

About _____ hours a month.

11. **It is likely that you gained some new experiences through your project. How do you evaluate these experiences? Please encircle the respective number:**

positive   1   2   3   4   5   6   negative

12. What do you think your project can bring about? (Please describe in note form)

_____

_____

_____

_____

_____

_____

_____

13. Did you establish new contacts because of your work in the project work?

professional   many ☐   private   many ☐

                 some ☐   some ☐

                 few ☐   few ☐

                 none ☐   none ☐

14. Is there a collaboration between your project and other projects of the measure „moral courage – courageousness against violence"?

often ☐   rarely ☐   never ☐

15. How do the projects communicate with each other? Please mark the respective answers with a cross:

face-to-face	often ☐	rarely ☐	never ☐
in writing	often ☐	rarely ☐	never ☐
by phone	often ☐	rarely ☐	never ☐

16. Does your project campaign for other projects?

Yes, regularly	☐	No, but it would make sense	☐
Yes, sometimes	☐	No, it doesn't make sense	☐

I don't know ☐

17. Do other projects campaign for your project?

Yes, regularly ☐   No, but it would make sense   ☐
Yes, sometimes ☐   No, it doesn't make sense   ☐
I don't know ☐

18. Do you display your project in public?

often ☐   rarely ☐   never ☐

19. On which occasions do you display your project in public? (Please describe in note form)

_____
_____
_____
_____
_____
_____

_____

20. Do you get feedback outside of your project?

often ☐   rarely ☐   never ☐

21. Were you able to benefit from experiences of other projects?

often ☐   rarely ☐   never ☐

22. Do you have any suggestions for improvement of the collaboration between projects?

_____

_____

Appendix 3

Exemplifying questions for citizen's surveys in context of criminological region-analysis[215]

Question:	**Answer possibilities:**
„Please state the urban district you live in."	Various districts to choose from
„How much do you like to live in your district?"	1. Very much 2. Much 3. Not as much 4. I would like to move to another district 5. I would like to move to another city
„What do you think is the most pressing problem in the district?"	Free text input
„How secure do you feel in your neighbourhood?	1. Very secure 2. Rather secure 3. Rather insecure 4. Very insecure
„Is there a place in your district or in xyz where you don't feel secure? Please describe this place as precisely as possible!"	Free text input
„Why don't you feel secure at this place?"	Free text input
„After nightfall I'm out and about in xyz ..."	1. „... every day." 2. „... at least once a week." 3. „... at least once in 14 days." 4. „... at least once a month." 5. „... practically never."
„When I'm out and about in my district after nightfall it happens that I avoid certain streets and places."	1. I fully agree 2. I agree 3. I rather agree 4. I rather don't agree

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[215]   These questions are asked in different citizen's surveys: „Polizei im Dialog - Ergebnisse der Bürgerbefragung in Bremen", online access:
http://www.polizei.bremen.de/sixcms/media.php/13/Gesamtbericht_BB08.pdf; „Kriminologische Regionalanalyse Zeitz", online access:
http://www.zeitz.de/media/pdf/stadt_zeitz/fragebogen_kriminologische_risikoanalyse_zeitz_2011.pdf; „Kriminologische Regionalanalyse der Mittelstadt Völklingen. Eine Untersuchung zur Erfassung von lokalen Lebensverhältnissen und Verunsicherungsstrukturen.", online access:
http://www.voelklingen.de/fileadmin/dateien/Bericht_V%C3%B6lklingen_21_02_2012-1.pdf; Forschungsgruppe Kommunale Kriminalprävention in Baden-Württemberg (2000), online accessr: http://www.polizei-bw.de/praevention/Documents/kkp/BROSCH%C3%9CRE%20-%20Handbuch%20zur%20Bev%C3%B6lkerungsbefragung.pd

| | 5. I don't agree |
| | 6. I don't agree at all |

„In general, did you restrict your free time activites in the last 12 months because you were afraid of becoming a victim of a criminal offense (for example by avoiding certain places or by avoiding to go out by your self at night?)"	1. Yes 2. No
„Did you become a victim of one of the following criminal offenses in the last 12 months? (multiple answers possible)	1. No 2. Yes, the offenses were: - Robbery (violent privation of an object like a purse) - Pickpocketing - Bicycle theft - Car respectively motorcycle theft - Theft of property from vehicles - Breaking and entering into/ theft from an apartment - Property damage (car or motorcycle) - Harassment/ coercion - Property damage/ graffiti and alike - (attempted) rape Vergewaltigung - Assault - Stalking
„When was the last time you saw a police patrol in your neighborhood?"	1. Today or yesterday 2. In the last four weeks 3. More than a month ago 4. Never
„What kind of patrol was it?"	1. Patrol car 2. On foot 3. On bicycle
„The police quickly arrives when there is a problem."	1. I fully agree 2. I agree 3. I rather agree 4. I rather don't agree 5. I don't agree 6. I don't agree at all
„What kind of services should the police offer in order to improve your personal security?"	Free text input
„How satisfied are you in general with the services the	1. Completely satisfied

police offers in your district?"	2. Very satisfied 3. Satisfied 4. Not that satisfied 5. Not satisfied
„How big is your fear of becoming a victim of a criminal offense?"	1. Very small 2. ... 3. ... 4. ... 5. Very big
„How big is your fear of becoming a victim of a criminal offense in your city?	1. Very small 2. ... 3. ... 4. ... 5. Very big
„How big is your fear of becoming a victim of a criminal offense in your urban district?"	1. Very small 2. ... 3. ... 4. ... 5. Very big
„How do you think crime changed during the last 10 years in your town/city?"	1. Crime stayed the same 2. Crime increased 3. Crime decreased 4. I don't know

Appendix 4

Exemplary questions for members' surveys of crime preventive committees

Question:	Answer possibilities:
"Did you read the preamble of the preventive committee xyz?"	1 = Yes 2 = No
"How much do you identify with the preamble of the preventive committee xyz?"	1 = Very much 2 = Pretty much 3 = Fairly 4 = Hardly 5 = I don't 6 = Not specified
"The forum of the crime preventive committee xyz meets three times a year. How often do you participate on average?"	1 = Never 2 = This is my first time 3 = Once a year 4 = Twice a year 5 = Three times a year -9 = not specified
"What are the reasons for your participation in the forum of the crime preventive committee xyz?"	Free text input
"What are your reasons for not participating in the forum of the crime preventive committee xyz?"	Free text input
"How well do you feel informed by the steering group about current activities of the crime preventive committee xyz?"	1 = Exceptionally well informed 2 = Well informed 3 = Fairly informed 4 = Hardly informed 5 = Not informed at all
"Do you have change requests with regard to internal communication of the preventive committee xyz?"	Free text input
"How structured do you feel the meetings of the preventive committees' forum are?"	1 = Exceptionally well structured 2 = Well structured 3 = Fairly structured 4 = Hardly structured 5 = Not structured at all 6 = Not specified
"How often are you aware of the goals of the preventive committee xyz?"	1 = Always 2 = Often 3 = Sometimes 4 = Rarely 5 = Never 6 = Not specified

"How do you rate the average length of the break (15-20 minutes)?"	1 = Too short [-3] 2 = [-2] 3 = [-1] 4 = [0] 5 = [+1] 6 = [+2] 7 = Too long [+3] -1 = Not specified
"Which institution/organization should be integrated into the forum?"	Free text input
"Which of the already involved institutions/organizations should participate in the forum more often?"	Free text input
"Should the preventive committee integrate citizens into the forum?"	1 = Yes 2 = No -9 = Not specified
"How satisfied are you with the configuration of the preventive committee xyz in general?"	1 = Very satisfied 2 = Satisfied 3 = Rather satisfied 4 = Rather dissatisfied 5 = Dissatisfied 6 = Very dissatisfied 7 = Not specified
"How satisfied are you with the collaboration with other actors of the preventive committee xyz?"	1 = Very satisfied 2 = Satisfied 3 = Rather satisfied 4 = Rather dissatisfied 5 = Dissatisfied 6 = Very dissatisfied 7 = Not specified
"Which three institutions/organizations of the preventive committee xyz do you work the closest with?"	Free text input
"Which three institutions/organizations of the preventive committee xyz do you work least with?"	Free text input
"How often do you meet with actors of the preventive committee xyz outside of the committee?"	1 = Never 2 = A few times a year 3 = Once a month 4 = A few times a month 5 = Once a week 6 = A few times a week 7 = Every day
"How can collaboration be improved?"	Free text input

"How high is your personal benefit through participating in the preventive committee xyz?"	1 = No benefit [0] 2 = [1] 3 = [2] 4 = [3] 5 = [4] 6 = [5] 7 = Very high benefit[6] -1 = Not specified
"How often were you able to use information given by the forum of the preventive committee xyz for your own work?"	1 = Very often 2 = Often 3 = Sometimes 4 = Rarely 5 = Never 6 = I am unemployed 7 = Not specified
"Which topics should be dealt with in the preventive committee xyz in the future?"	Free text input
"How much are your interests considered within the preventive committee xyz?"	1 = Very much 2 = Quite much 3 = Fairly 4 = Rarely 5 = Not at all
"To which topic should a work group be established by the preventive committee xyz?"	Free text input
"In which work group would you like to participate?"	Free text input
"Do you know the website of the preventive committee xyz?"	1 = Yes 2 = No
"How often do you visit the website of the preventive committee xyz?"	1 = Never 2 = A few times a year 3 = Once a month 4 = A few times a month 5 = Once a week 6 = A few times a week 7 = Every day
"How satisfied are you with the website of the preventive committee xyz in general?"	1 = Very satisfied 2 = Satisfied 3 = Rather satisfied 4 = Rather dissatisfied 5 = Dissatisfied 6 = Very dissatisfied 7 = Not specified
"Do you have change requests with regard to the website	Free text input

of the preventive committee xyz?"

„How often did you notice a newspaper article about the preventive committee xyz?"	1 = Never 2 = Once 3 = Twice 4 = Three times 5 = Four times 6 = Five times 7 = More than five times
"How satisfied are you generally with the appreciation of your work by the forum of the preventive committee xyz?"	1 = Very satisfied 2 = Satisfied 3 = Rather satisfied 4 = Rather dissatisfied 5 = Dissatisfied 6 = Very dissatisfied 7 = Not specified
"Which institution/organization to you represent in the forum of the preventive committee xyz?"	Free text input
"What function do you have within your institution/organization?"	Free text input

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