



SPORT SCHOOL POLICE

“Before my SSP work, the children avoided me and they were afraid of me. After having been trainer in the Open Fun Football Schools the children meet me with big smiles and a high five: “What’s up, coach?” (...) I am no longer the police officer. I am Aid. ”

Aid Turčinović, Police officer, Hadzici (Bosnia)

“We don’t communicate in a top-down way with the police anymore, and my son’s and my own prejudices to the police have changed (...). SSP makes me feel more safe about my son’s future. ”

Admela Hodzic, Parent, Hadzici (Bosnia)



This handbook is about juvenile crime prevention. The basic idea is to develop cross sector cooperation between Sport + Schools + Police (SSP). Cross Cultures is based upon a unique approach, developed in the Open Fun Football Schools program and formed in cooperation with the SSP-Secretariat of Copenhagen. The approach has proved very efficient. The Cross Cultures SSP-approach is building on the basic perception that efficient crime prevention measures are not a matter for the police alone. It requires coordinated and joint efforts by key personnel from the sectors who are in daily contact with children, youth and their families. Hence SSP is about building a governance structure in local communities that allows the relevant stakeholders to meet, to identify notions, to share perspectives and to agree on joint actions, coordinated cross sector efforts and solutions. In Cross Cultures, we hope that this handbook may provide ideas and inspiration to our longstanding partners in the Balkans and East Europe to further develop cross sector governance structures in local communities. The aims are to create an inclusive social environment where everybody feels accepted, confident and as a part of the community and to prevent children and youth from becoming delinquents or victims of crime.

*Niels Helveg Petersen
Former Minister of Foreign Affairs, Denmark
Member of Cross Cultures Board*

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Cross Cultures is firmly convinced that the JOYFUL GAME is the best learning tool for stimulating social changes and for facilitating bridging and bonding – communication and collaboration – between children and adults living in divided communities.

Correspondingly Cross Cultures is building the activities on its specific “Fun-Football-Concept” that is characterized by keywords like “dialogue”, “fun games”, “creativity”, “child centred pedagogic”, “bottom-up”, “equality”, “communities” and “voluntarism”.

PRESENTATION

Increasing juvenile crime constitutes a serious problem in contemporary Europe. Research shows that harsher penalties and longer sentences do not resolve the criminal behaviour. Furthermore, experts also point out that criminal behaviour in areas affected by ethnic and social problems like juvenile delinquency is a natural part of the food chain of the pervasiveness of organized crime. In June 2011, Cross Cultures organized a study tour for the local staff from the Cross Cultures partner organisations in the Western Balkans, CEC-countries and Trans Caucasus to three Danish municipalities, which successfully deal with crime prevention. The purpose was to learn about the Danish crime prevention network initiative, SSP (Social sector + School sector + Police sector), which builds on the basic perception that efficient juvenile crime prevention requires coordinated and joint efforts by key personnel from the public sectors and the civil society, i.e. from the stakeholders who are in direct daily contact with children, youth and their parents. The study tour was followed by a regional Balkan stakeholder conference in Sarajevo (October 2011) and a regional conference for stakeholders from our Eastern European partner countries in Tbilisi (May 2012). At the regional conferences,

Cross Cultures hosted representatives from the police, the school, the social and the sports sector. The purpose was for the various stakeholders to get acquainted, network and share experiences on crime prevention initiatives and approaches in their countries. Both conferences left the impression that crime prevention is considered very important and a prioritised issue in all our partner countries. However, it was also clear that crime prevention today is mainly regarded a police matter, which impedes the scope and effectiveness of possible crime preventive matters. Further the initiatives introduced were generally build on a 'top-down-approach' and with 'the authorities' pointed fingers'. The police were perceived as a force rather than a service for the community.

The Cross Cultures program Open Fun Football School (OFFS) was already a unique cross sector platform that involved all the SSP-relevant stakeholder groups except the police; thus it was decided for the 2012 OFFS-season officially to invite community police to the OFFS- programme and to introduce a special SSP programme (Sport + School + Police) to all our partner countries, where the sport sector also plays an active role. In cooperation with the SSP-Secretariat

of Copenhagen (The Crime Prevention Department of Copenhagen municipality) and funded by the Danish Government and the US Embassy in Bosnia, Cross Cultures facilitated two SSP-pilot projects in 17 local municipalities in Serbia and Bosnia Herzegovina in 2012-2013.

In total, the two pilot projects have facilitated more than 200 coordinated cross sector interventions. Correspondingly, this Handbook is written on the basis of the favourable experience and lesson learnt from the two SSP-pilot projects.

As OFFS and the Danish SSP are founded on the same principles of cross sector, bottom-up and dialogue based cooperation, we firmly believe that we in Cross Cultures, with successful experiences in the field of reconciliation, have a unique position to contribute to the solution of a serious and rising problem in societies of transition; i.e. the OFFS program provides access to the children, their families and relevant stakeholders in the local communities. Finally, Cross Cultures has the privilege of a strategic partnership, support and cooperation of the SSP-Secretariat of Copenhagen – a leading crime prevention institution in Denmark with 30-years expertise in the field.



What is SSP?

SSP (SPORT + SCHOOL + POLICE) AIMS AT PREVENTING CHILDREN AND YOUTH FROM BECOMING

A) DELINQUENTS

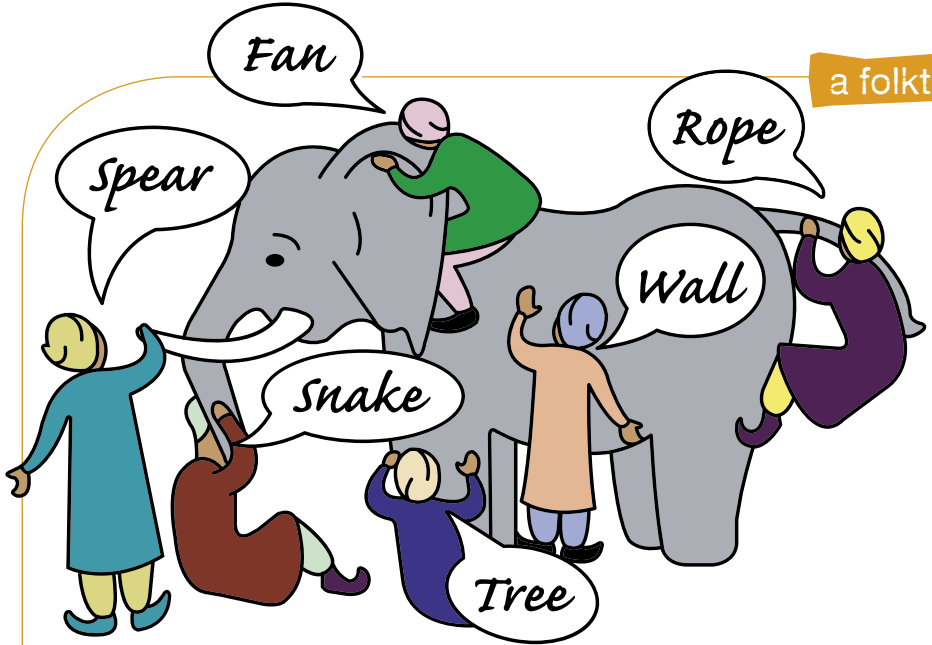
B) VICTIMS OF CRIME

Crime prevention is about providing people good living conditions, which include security, education and work. Equally it is important to create inclusive social environment where everybody feels accepted, confident and belonging to the community. Research confirms that people stigmatised from the local community are at higher risk of becoming delinquents. Likewise, the risk of becoming delinquents is higher to children who are not engaged in school and leisure activities.

The SSP-network is meant to complement and to improve the children and youth initiatives and actions run separately by the police, the school sector and the sports clubs.

Thus SSP-network is building network and cooperation between the sectors – school, police, social services and sport clubs – to strengthen their individual and collective capacity to identify and share notions, perspectives and agree on joint actions, efforts and solutions.

Some preventive efforts are not directly addressing crime issues, although they may have a positive impact. In this context, 'indirect efforts' should also be considered part of the crime prevention.



APPROACH

In order to develop a cross sector crime prevention initiative in contemporary local communities, SSP:

1. Facilitates a governance structure in the field of crime prevention, anchored in the local municipalities with key personnel from the school sector, sport sector, social sector and police sector work together to develop and initiate relevant cross sector crime prevention initiatives on a daily basis.
2. Strengthens capacity by training SSP-practitioners in network building, communication skills and other relevant approaches and techniques.
3. Facilitates a national and regional SSP-network to share experiences and best practices and to further develop the SSP-network initiative on community, regional and national level.

THE SSP OUTCOME

The SSP-network leads to a governance structure in local communities, which stimulates cooperation and coordination between public and private partners. Furthermore, the SSP-network creates an effective and constructive way to address the social challenges among youth and children by increasing the efficiency of the cooperation and communication between the stakeholders. The SSP initiative promotes good governance and local joint ownership of juvenile crime prevention efforts.

TARGET GROUPS

- The local municipality
- Community police
- School sector
- Social sector
- The community sport clubs
- Children and youth
- Families to the children and youth

An old folktale from India about six men who went to see an elephant though all of them were blind illustrates how notion and perceptions depend on what a person is able to see or touch.

*"Good bless me!" said the first man who touched the belly.
"The elephant is very like a wall".*

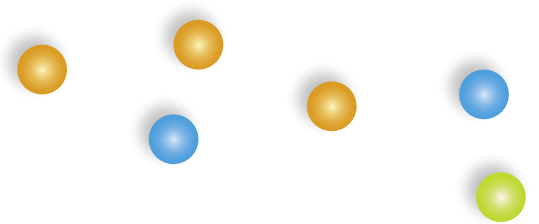
*"Oh, no!" said the second man who touched the tusk.
"To me it is like a spear!"*

*"Even the blindest man can tell that this Elephant is like a snake!"
said the third man who took the trunk within his hands. Etc...*

A police officer, teacher, social worker, sports coach or a parent most likely sees a part of "the elephant". Hence, a constructive and efficient approach to juvenile crime prevention is to include the notions and perceptions of other community stakeholders in the preventive work – especially those who maintain direct contact with the children, youth and their families.



Approach



BACKGROUND

Two regional stakeholder conferences concluded the need of focus and coordinated crime prevention efforts in the respective countries in Eastern Europe.

The major problems identified by the stakeholders, who deal with crime prevention in daily life, were the inadequate impact of the already existing crime prevention initiatives and the lack of a formal co-operation between relevant stakeholders. In general the stakeholders expressed a joint wish for changes in following existing approaches, which dominate in the field of crime prevention in their communities;

- The crime prevention initiative is organized either by the police, by the school sector or by a local NGO alone and there are no formal coordination
- Actions are organized top-down and deploy one-way communication using brochures and instructions
- Crime prevention is organized on ad hoc basis and often based on personal contacts and informal network.

Fundamental Principles

Cross Cultures' approach to SSP is building on a change towards the fundamental SSP principles:

from single sector (police) → To cross-sector cooperation

from national interventions → To community-based interventions

from top-down approaches → To bottom-up approaches

from 'pointed fingers' → To dialogue and cooperation

TYPES OF ACTIVITIES

SSP teams operate with building up actions, preventive actions and crime prevention actions.

BUILDING UP

Building up actions aim to create safe terms for all in the society. Normally these actions are not related directly to crime but intend to create a good atmosphere and healthy environments that motivate to active participation by all.

PREVENTION

Preventive actions are generally directed at minimizing risk behaviour that is not against the law. The focal point is to decrease risk factors, e.g. alcohol abuse or smoking

CRIME PREVENTION

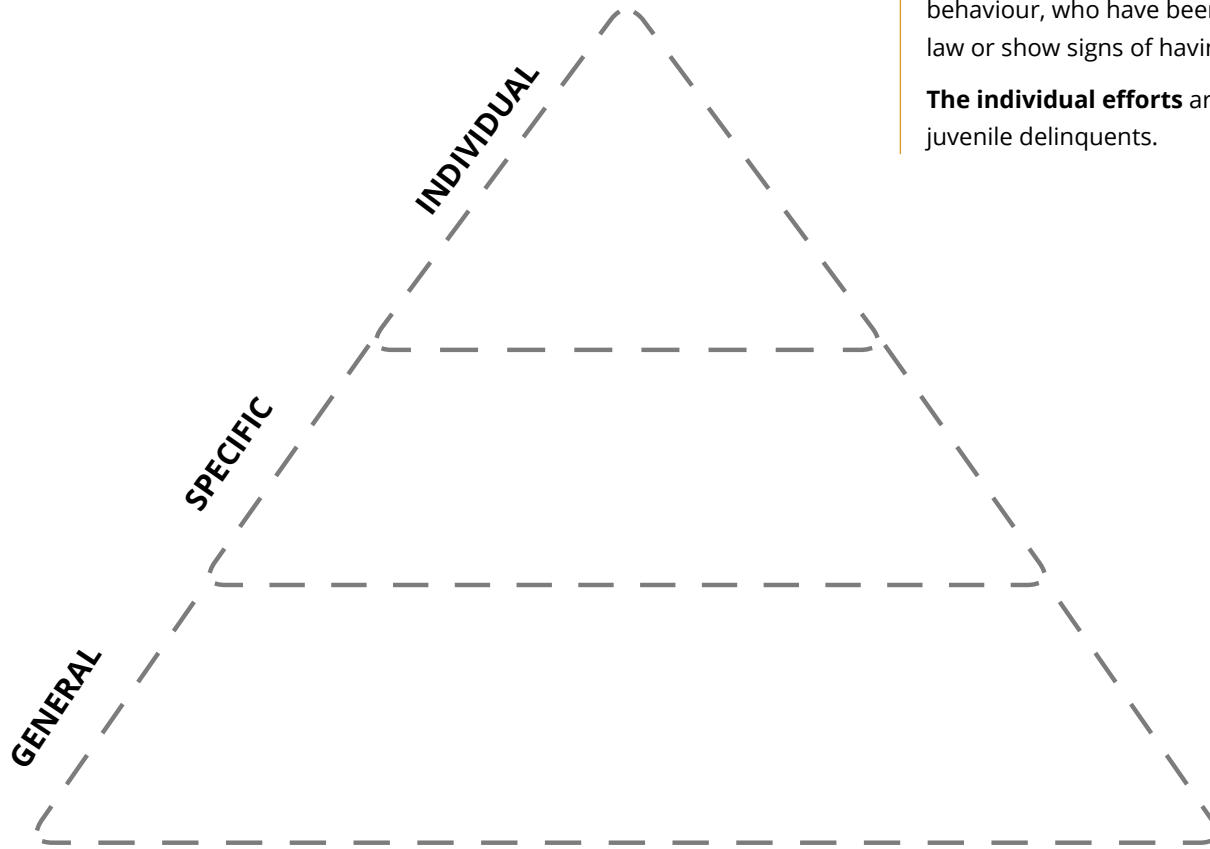
Crime prevention actions contribute directly to a reduction in criminal behaviour.

SSP is especially about increasing fundamental building up actions that support the prevention actions, which again support cross-sector crime prevention.

Example: The SSP-team makes an effort to strengthen the local sport clubs (building up). This initiative can have different purposes, e.g. health and social participation (prevention). Research shows that active participation and good habits diminishes the risk of being involved in crime. The actions is thus contributing indirectly to crime prevention.

THE SSP TRIANGLE

The SSP efforts are categorised in relation to general groups, specific groups or individuals.



The general efforts target groups that have not shown signs of criminal behaviour.

The specific efforts are directed towards groups of children and youth who show risk behaviour, who have been in conflict with the law or show signs of having been neglected.

The individual efforts are directed towards juvenile delinquents.

THE SSP COORDINATED EFFORT

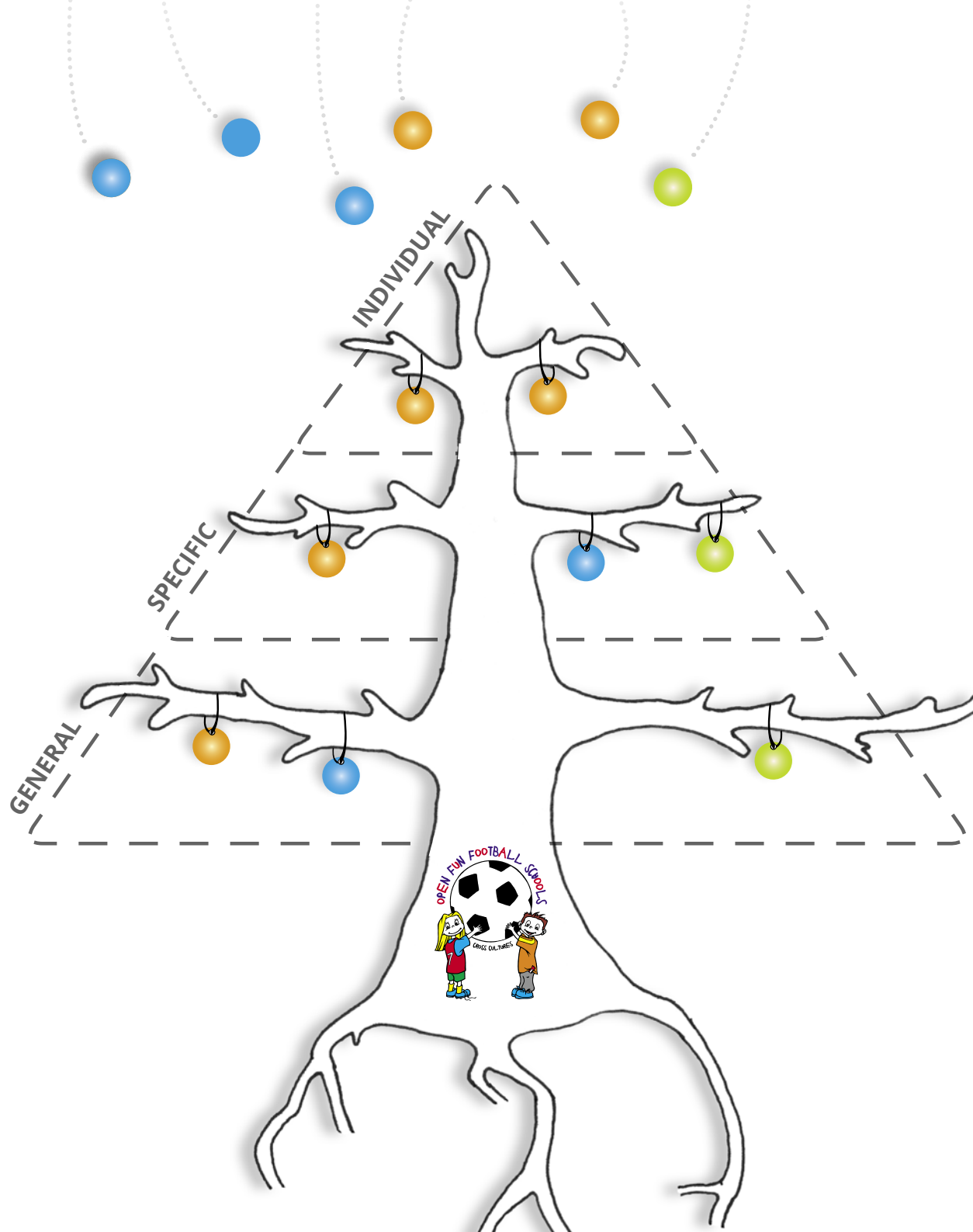
The SSP initiative and the three levels of crime prevention are illustrated as a SSP Tree, which takes roots in the OFFS programme (see pg. 9).

The SSP Tree is used by SSP stakeholders, for identifying, discussing, planning and coordinating their crime prevention activities (visualised as balls in the tree) on a general, specific and individual level. The tree trunk symbolizes the cooperation platform that the SSP initiative serves to the stakeholders team. The branches of the tree match the three levels of the SSP Triangle, thus the balls symbolising the existing and upcoming initiatives are placed on the relevant branches, depending on whether they target general groups, specific groups or individual cases.

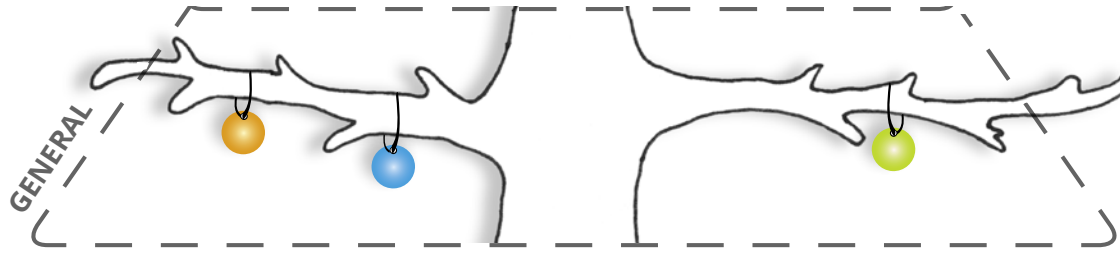
The SSP Teams' cooperation on the SSP-Tree as a tool results in sharing of best practice.

Interesting professional discussions arise when the teams e.g. define actions on grey zones of the ideal types of actions (general, specific and individual efforts plus building up (●), prevention (●) and crime prevention actions (●)).

Example from a group work discussion: "The action is general, because we made an open invitation for the general group of children. But our target was a specific group within those children. We didn't want to stigmatize the children with risk behaviour. Therefore, it is a specific effort wrapped in a general action. This means that the aim was to prevent, but when inviting the general group, we actually also made a building up intervention. We were not aware of this before working with the tree".



The SSP Teams work on the SSP Tree visualizing their joint crime prevention cooperation. When target groups are defined, the teams further analyse the content of the activities reflecting upon the aims of the actions. They colour the activities (balls on the branches) in three different colours depending on whether the actions purpose to build up, (indicated with green colour) prevent (blue) or directly prevent crime (orange).



EXAMPLE OF A GENERAL EFFORT

OPEN FUN FOOTBALL SCHOOL (OFFS)

Challenge addressed

- Ethnic and religious segregation with conflicts and mutual prejudices between groups on community level.
- Parents show limited participation and interest in children's leisure activities.
- The image of the police is influenced by people's fear to the police.

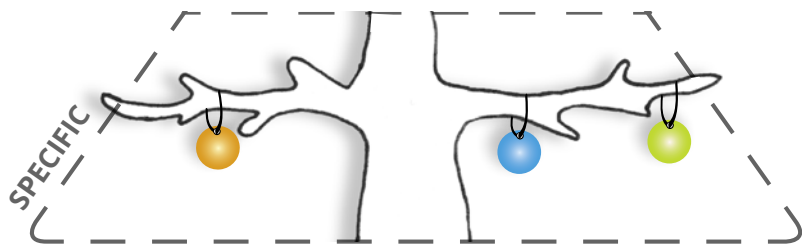
Activity

- The Open Fun Football School activity is used to unite children and adults of conflicting groups around an activity of common interest. In this way, playing ball becomes a tool to stimulate the process of peaceful co-existence, tolerance, gender equality and inter-group community building.
- The parents, SSP stakeholders and youth participate in OFFS as coaches and coach assistants.
- Parents and children meet the police officers, who present their police equipment and act as coaches during the OFFS with fun games related to their of work, e.g. traffic behaviour.

Outcome

- OFFS activity facilitates social inclusion, dialogue, fun, friendships and relations across groups and sectors. It serves as a platform for a joint juvenile crime prevention effort for the normalization of everyday life for the children and the local community at large.
- The parents get in contact with SSP stakeholders and parents. The image of OFFS is recognized positively and it attracts parents to participate. Parents are highly supportive of OFFS and eager to have their children to participate in the activity.
- One remarkable result of police participation in OFFS is a change of the image of police officers among children as well as parents. The prejudices towards the police are in general modified positively after being in cooperation, dialogue and in joint fun and informative games with police officers.





EXAMPLE OF A SPECIFIC EFFORT

CLICKER MEETINGS (INTERACTIVE RESPONSE SYSTEM)

Challenge addressed

Teenagers in 7th grade start to smoke and use alcohol. The SSP stakeholders miss contact with the parents. Furthermore, the SSP team experience bad behaviour in sports events among youngsters in general.

Activity

SSP teachers, sports coaches, police officers and social workers together define the local obstacles and prepare questionnaires for parents and children in two school classes. The SSP Team invites parents and pupils to an anonymous interactive response system meeting with 'clickers tool'.

Two SSP police officers meet the parents and children in the school and share knowledge on risk behaviour and how imagined exaggerations on social norms can affect the behaviour of youngsters. Subsequently, the attendees are divided in two group work sessions; parents discuss dilemmas and good frames for children, children define good behaviour.

In plenary, the outcome of the two group discussions are captured, which leads to the session of parents and children together defining a code of conduct.

Outcome

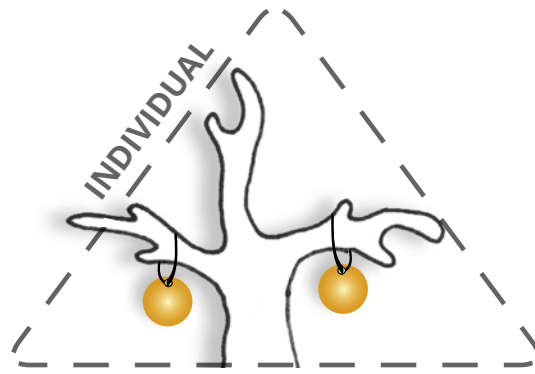
Answers and statistics are collected instantly by a clicker tool for immediate clarification about exaggerations on social norms among the specific group of children and parents. It shows that the audience especially has an exaggerated presumption concerning smoking among the attendees and among youngsters in general. This awareness tends to be preventive as the overestimation of the proportion of smokers can give an impression of smoking as normal behaviour and hereby lead youth to copy the imagined trend.

The parents and children draw up a joint social agreement on norms and values in the two classes.

The SSP stakeholders got concrete information about the behaviour patterns in the classes concerning e.g. drugs, alcohol, bullying, violence and theft.



SPORT+
ŠKOLA+
POLICIJA



EXAMPLE OF AN INDIVIDUAL EFFORT

HOME VISITATIONS

Challenge addressed

During an inspection of presence of juveniles in nightclubs, a SSP police officer finds a boy lying fainted on the floor of a night club. The police officer checks the boy's identity. The boy is 14 years old. According to a waiter, the boy drank a bottle of whiskey.

The police officer carries out the boy while his colleague is calling the ambulance. The boy is accompanied by the two police officers on the way to the hospital. The diagnosis given to the boy is alcohol poisoning.

Activity

When the boy's condition is normalized, the police officers contact the parents of the boy, the schoolteacher, a social worker and the psychologist from the school that the boy attends. SSP colleagues from sport association hear about the incidence and contact the two police officers. The boy used to be a member of the football club. He stopped training few months ago and started to hang out with a group of boys with problematic behavior.

The SSP police officer starts a continuous dialogue with the boy. Together, they identify the problems, define possible solutions and make a joint agreement. For example, the boy commits to continue his football career. All colleagues from the local SSP structure, as well as his parents are informed about the achieved agreement.

Outcome

The boy's social network is changed. He is now friends with his football team members. Today, he is the one of best players of the football club.

His parents have built a better communication with their son and his class teacher. They are familiar with the role of the SSP police officers, as well as the general purpose of the SSP initiative.

The owner of the nightclub is punished by court. He will be sanctioned in case of a similar offense. In this way, the SSP prevents the possibility of similar occurrences. As the SSP police officer says: "We made a step forward for the safety of our children".

SSP-steps

Early Intervention

Early intervention is crucial in the field of crime prevention. Thus, the earlier a risky situation is spotted and addressed, the better are the chances to prevent the situation from taking a wrong turn.

Holistic Approach

The parents and the families are often part of the solutions. Hence, it is important to actively involve parents and the families in the challenges. The possible solutions may be worked out in dialogue with the parents/families.

Visibility and Trust

It is important that the SSP initiative is visible to citizens in order to show that SSP is an active and trustworthy partner in the local community, which provides confidence and security in the local community.

Recognition of Unique Contexts

The SSP initiative is founded on the knowledge that juvenile crime differs from community to community, and different challenges need different approaches and solutions. Consequently, the SSP always takes its outset in the specific local challenges and the possible solutions are determined by the local challenges.



SSP-Governance Structure



SSP is the establishment of a three-level cross-sectorial governance structure:

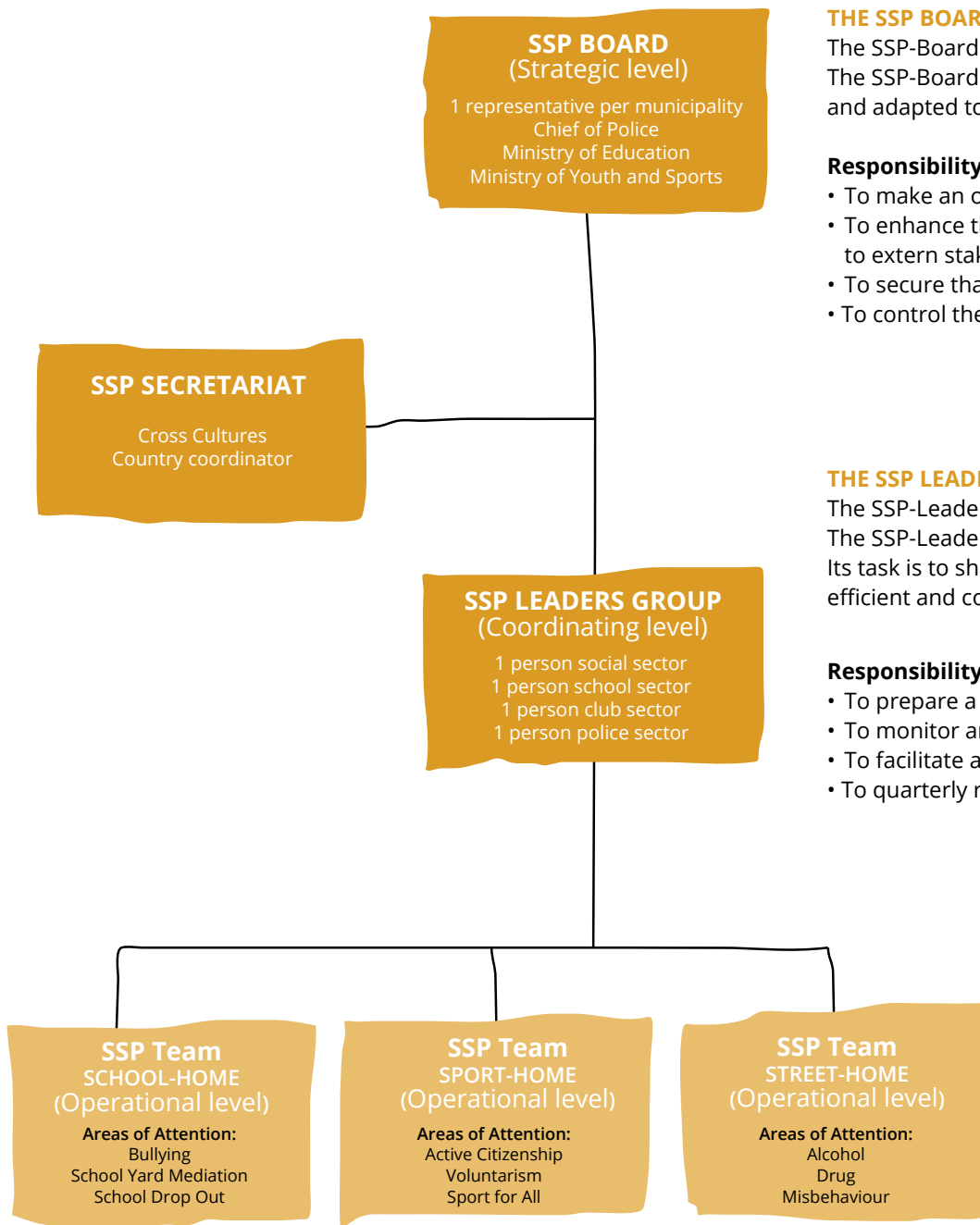
- A national and strategic Board
- Municipal coordinating Leaders Groups
- Locally operating SSP Teams

THE SSP SECRETARIAT

The OFFS-branch office will serve as SSP-Secretariat. The SSP-secretariat is the administrative department in the SSP initiative and it refers to the SSP-Board.

Responsibility:

- Development and administration of the SSP initiative
- Advisor to the SSP-leader groups in the municipalities
- Knowledge sharing initiatives, facilitating workshops and seminars
- Communication and media
- Fundraising
- Facilitate national and regional network meetings
- Reporting to donors, SSP-Board and municipalities



THE SSP BOARD

The SSP-Board meets semi-annually.

The SSP-Board develops and secures a SSP governance structure that is anchored and adapted to the respective municipalities.

Responsibility:

- To make an overall strategy for the SSP initiative
- To enhance the SSP approach within the municipality structure, to extern stakeholders and the national institutions
- To secure that the SSP initiative fulfil its targets and obligations
- To control the budget

THE SSP LEADERS GROUP

The SSP-Leaders group meets monthly.

The SSP-Leaders group is responsible for the daily operation in the respective municipalities. Its task is to share notions and perceptions of the problems faced and to secure a constructive, efficient and coordinated cross sector response to it.

Responsibility:

- To prepare a local strategy and action plan for the approval in the SSP-Board and the city council
- To monitor and follow up on the daily operation
- To facilitate a joint and coordinated approach to a given problem
- To quarterly report to the SSP-Board and the city council local media.

THE SSP TEAMS

The SSP-Teams deal with daily challenges. The SSP-Teams define the local needs and develop a dialogue based cooperation across the sectors.

Responsibility:

- To implement of local SSP actions
- To define the local situation and needs
- To work by the SSP principles: bottom up, cross-sectorial and dialogue-based

How we do

SSP ACTIVITY PROCESS

1

SSP-NETWORK BUILDING

(↓)

2

SSP-CONFIDENCE
BUILDING: OPEN FUN
FOOTBALL SCHOOLS (OFFS)

(↓)

3

SSP-CAPACITY BUILDING
- NETWORK SEMINARS

(↓)

4

SSP IN OPERATION

(↓)

5

SSP KNOWLEDGE SHARING
& LESSON LEARNT



1. SSP-NETWORK BUILDING

Local OFFS coaches are recruited from the community police, the school sector and the sport clubs.

All coaches are trained at a regional OFFS volunteer seminar (3-days duration).

At the seminar the team of coaches will get to know each other and to be introduced to the SSP initiative and Cross Cultures' different concepts such as: Child-Centred Pedagogic and Fun-for-All Concept.





2. CONFIDENCE BUILDING AT OFFS

The SSP network will jointly organise an Open Fun Football School for 200 boys and girls across divides in their local community.

During the OFFS activities, the SSP Teams will meet and work with the children and their parents in a positive, informal way to create confidence between the participants.

examples



3. CAPACITY BUILDING AT NETWORK SEMINARS

The implementation of OFFS will be followed-up by SSP Network seminars.

The aim is to elaborate on the SSP initiatives and develop local SSP-action plans responding to needs of the local contexts. Focus of the network seminars is for the SSP-Teams to share notions and perceptions on problems being addressed. The teams draft joint action plans with shared goals, interventions and guidelines.



SSP Team SCHOOL-HOME

Areas of Attention:
Bullying
School Yard Mediation
School Drop Out

SCHOOL-HOME CAPACITY BUILDING:

The SSP personnel are introduced to School Yard Mediation. This workshop provides a method on how to restore relations between children and youth. The personnel learn how to solve conflicts as objective mediators, guiding the disagreeing parts, so that they are able to find their own lasting solutions. Hereby, the personnel are able to give conflict-solving skills to the children and youth and create safety.



SSP Team SPORT-HOME

Areas of Attention:
Active Citizenship
Voluntarism
Sport for All

SPORT-HOME CAPACITY BUILDING:

All SSP personnel act as coaches at the OFFS. The SSP teams jointly complete a trainer seminar with focus on team-building, community-based juvenile crime prevention, social inclusion and equality. The teams get an insight to how to use grassroots sports in their daily work when they wish to meet children on eye-to-eye level and promote inclusion and peace in their local communities.



SSP Team STREET-HOME

Areas of Attention:
Alcohol
Drug
Misbehaviour

STREET-HOME CAPACITY BUILDING:

The SSP Teams learn to use interactive response-workshops (clickers method), which is a system used to implement a survey about parents and pupils. During parents meetings, the answers are given anonymously by simply clicking a button. Hereby, the SSP Teams learn how to gather significant and relevant data reflecting the security situation in schools and around them. The parents and children get an understanding of how the effects of exaggerations on social norms among youth can affect risk behaviour.



4. SSP IN OPERATION

After the SSP-Network seminars, the SSP-Teams will return to their local community and start the implementation of their respective action plans.

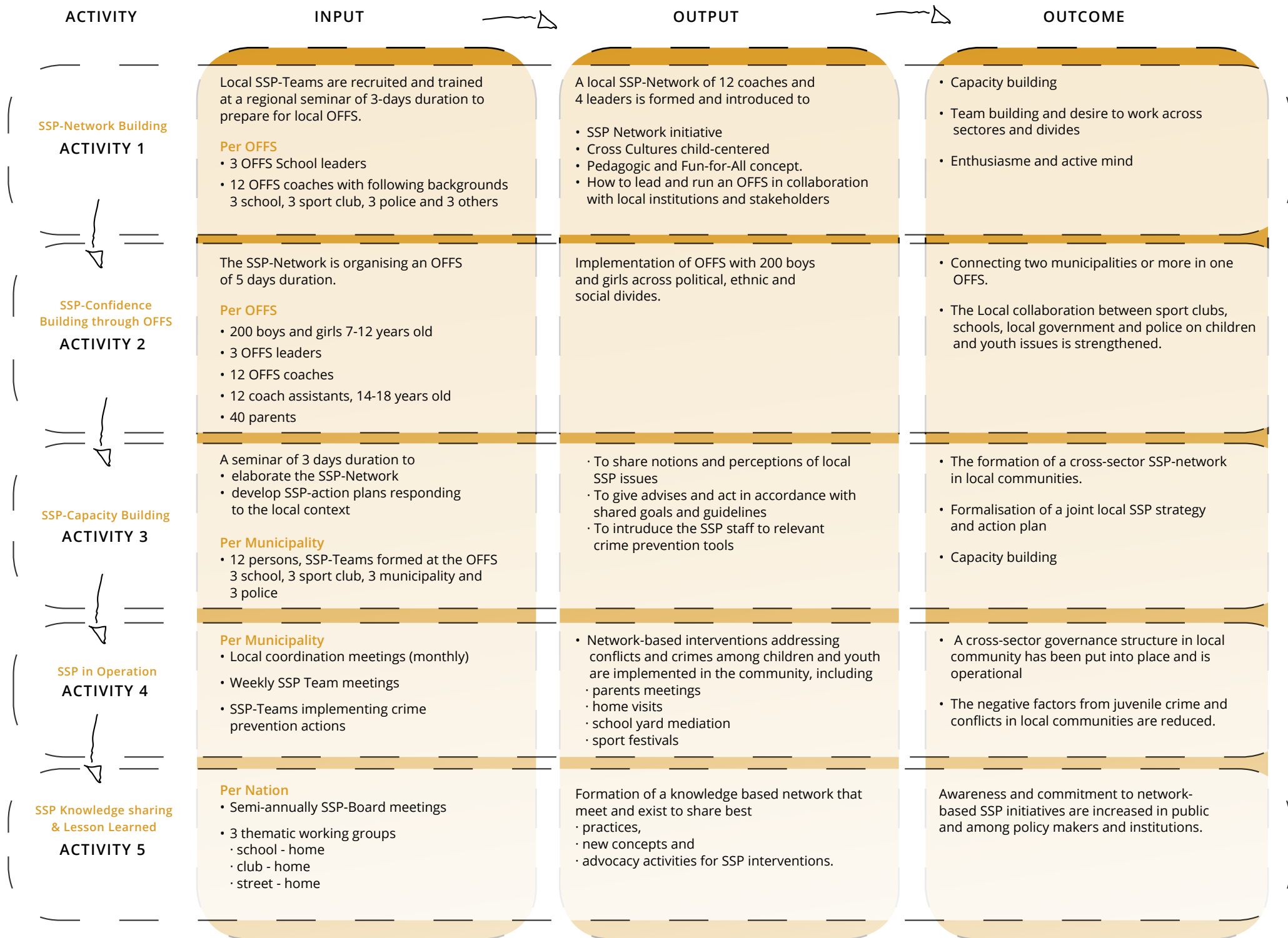


5. BEST PRACTICE

Dialogue and experience-sharing meetings are organized on national and regional level to review achievements and lesson learnt within the SSP Networks.

The main purpose is to identify best practices, further develop the concepts and aims of SSP and advocate the mission of the local, national and regional SSP-networks among relevant stakeholders and cooperating partners.





WHO IS CROSS CULTURES?

Cross Cultures is a humanitarian organisation, founded in 1999.

Today Cross Cultures is considered among the world leading organisations specialised in using community based sport and our specific Fun-for-All Concept as a tool to:

- Foster friendship and sports cooperation between children and adults living in post conflict areas;
- Promote grassroots football and other grassroots sports activities for children based on voluntarism, parent support and the basic principles of "Sport-for-All"
- Build sustainable "Sport-for-All" platforms in local communities

Since the first OFFS was introduced to war torn Bosnia Herzegovina, Cross Cultures has organized its OFFS programme (5-days duration) for 300,000 boys and girls and Fun Football Festivals (1-day duration) for over 550,000 children. All activities have been organized across divides for children and adults living in countries affected by war and conflicts, and it has been organized by more than 50,000 local volunteers of whom Cross Cultures have trained 23,000 on regional seminars of 3-days duration.

The SSP-programme is initiated by us, because the OFFS programme provides a unique network and entry point to local communities that contains all the 'ingredients' needed as basis for organising an efficient SSP-Initiative. Thus, Cross Cultures and our local branches see our role as 'initiators' and 'consultants' that can push the idea; bring the relevant stakeholders and experts together and facilitate a process with the purpose to develop a meaningful and relevant SSP approach in contemporary East European communities.

WHO IS SSP-COPENHAGEN?

SSP is a locally based cooperation between school, youth clubs, social services and police in Denmark.

The SSP in Copenhagen is an office within the Danish metropolitan of Copenhagen. The SSP-Secretariat has its own board consisting of the directors of the relevant sectors in the administration and the chief of police.

The task of the SSP-Secretariat is to push the cross sector cooperation by formalizing a meeting structure between the relevant SSP-stakeholders, follow up on relevant cases, collecting and sharing knowledge and methods as well as initiating specific crime prevention measures and activities.

The SSP-Secretariat is a strategic partner of Cross Cultures and has partnered the SSP-pilot projects in Serbia and Bosnia Herzegovina as 'experts' sharing knowledge and methods from their Danish experiences.



SSP København

IDEA

The Sport + School + Police initiative (SSP) is inspired by the Danish SSP-Network and it is about developing a governance structure in local communities where key personnel from the school sector, sport sector, social sector and police sector work together to prevent children and youth from becoming delinquents or victims of crime

FOCUS

In Cross Cultures' partner countries there is a rise in juvenile anti crime, violence and anti-social behaviour.

Also many societies deal with negative impact of ethnic segregation. Community-based SSP-networks are a constructive and cost effective way to approach these challenges.



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