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Models of Co-operation
between Local
Governments and Social
Organizations –
Migration: Challenges
and Solutions

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Integration by Education – Kein Abseits! e.V.

Carolin Schönert, Westfälische Wilhelms-Universität Münster

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Contact

Freie Universität Berlin
Fabeckstr. 23-25, R. 1.1124
14195 Berlin
katja.levy@fu-berlin.de

www.logoso-project.com

The Research Project

Models of Co-operation between Local Governments and Social Organizations in Germany and China– Migration: Challenges and Solutions (LoGoSO Germany China) is a comparative research project of the Freie Universität Berlin, the Westfälische Wilhelms-Universität Münster and the Chinese Academy of Governance, funded by Stiftung Mercator.

This comparative research project looks at the co-operation between state and social organizations (SOs) in China and Germany. It focusses on social service delivery in the area of integration of migrating populations with special attention to the fields of education, employment, vulnerable groups and social assistance (incl. legal aid) as a crosscutting issue to all of the fields. Within this subject area, the project wants to identify different models of state-SO co-operation and analyze which models are successful and why and where this co-operation is problematic. It aims to capture the different models of co-operation in Germany and China, to analyze and compare the underlying structures and to show potentialities for development.

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1 Introduction

Kein Abseits! is an association that offers child and youth services. Kein Abseits! translates directly to 'no offside,' which is both a soccer reference and a nod to the organization's mission to foster integration and not leave youth on the outskirts of society. Both founders of the organization were children of Germany's so called 'guest workers' - migrant workers who arrived in the country between the 1950s and 1970s. The founders understood both the challenges migrant children face and the benefits of positive role models and opportunities to become active in civil society. Consequently, they wanted to share their experiences both with the challenges of integration and the opportunities offered by volunteerism.¹

Their first mentoring, sports and occupational exploration projects took place in schools. Now, they also offer services to refugees in shared accommodations. The target group of children and youth with migrant background came into focus in 2013 and Kein Abseits! implemented outreach work and tailored mentoring programs for these youth. These special projects, however, are more and more integrated in the daily work with an inclusive approach (KA_MA).

Kein Abseits! started as a privately funded organization and raised its share of public funds gradually. Presently, funds from the Senate, the district and other public sources amount about 30% of their income. Even though it took some years, the organization is now acknowledged as an important actor in the Kieze of Reinickendorf and increasingly included in the allocation of public funds. The organization finds important contact points and networks easily and knows how to approach public authorities, as well as other welfare providers. Accordingly, they were able to implement and even amplify their services with a cooperative strategy, thus circumventing any competition.

Kein Abseits! is an innovative and evidence-oriented organization in the field of mentoring and is well connected with practitioners and researchers in Germany and abroad. Furthermore, the organization seeks increased professionalization through continuing education in social entrepreneurship.

The organization has been awarded by several foundations (German National Academic Foundation, die Robert-Bosch-Foundation, Federal Agency for Civic Education/bpb, Berlin Award for Integration and Tolerance, Integration Award of Reinickendorf) for their work and certified by PHINEO for their impact.² Kein Abseits! is presently in the phase of scaling-up their services and growing into other parts of Berlin (KA_MA).

¹ <https://www.kein-abseits.de/unsere-geschichte/> (last accessed 06/11/2018).

² <https://www.kein-abseits.de/kein-abseits/> (last accessed 06/11/2018).

2 Information on the organization

2.1 General information

Kein Abseits! was founded in 2011, after initial projects in schools were successful. The concept developed out of the personal experiences of the founders during their own school time and has the aim to enhance equal opportunities for children. The first project (“Kein Abseits!”) was tailored to girls and two years later an equal project for boys was started (“Anstoß”). At the end of 2013, the target group of refugees became part of their portfolio with the project “Heimspiel”. Presently, these different projects are now integrated due to the inclusive approach of the organization.

Kein Abseits! is co-founder of the “Netzwerk Kinderpatenschaften” – a network of Berlin social organizations that offer mentoring services since 2012. In the frame of the network, Kein Abseits! is profiling and developing the field of mentoring at the national and European level. Furthermore, the network has an advocacy function in influencing the social agenda of Berlin and apply for funding.

2.2 Internal governance structures

Kein Abseits! is a non-profit registered association according to the German Fiscal Code (*Abgabenordnung*)³ and, since 2016, an officially recognized provider of children and youth welfare services (Träger der freien Kinder- und Jugendhilfe).⁴

In the beginning, Kein Abseits! had four employees who worked on a voluntary basis. It was not until the end of 2013, when one 75% position could be paid and from then on the number of employees, as well as the paid hours, increased gradually. In 2016, nine employees worked for the organization with five paid on a part-time basis (3 full-time equivalents) and four engaging on a voluntary basis. The number of self-employed trainers rose from four in 2012 to eight in 2016 (Amoruso/Ehrenberg/Stenzel 2016: 52). Since 2016, student assistants support the work of Kein Abseits!, who presently make up three employees. Furthermore, the organization has one Federal Volunteer (*Bundesfreiwilligendienst*)⁵ and a rotation of Interns. The latest employee was hired in June 2018 for an additional position in

³ This implies that it has to conform to certain requirements such as a non-profit distribution constraint, not engaging in commercial activities and pursuing one of the goals named in the law, which include the promotion of assistance to refugees (§52 Abgabenordnung). An association can be exempted from corporate and value added tax if these requirements are fulfilled and the association is registered as charitable. Registered associations need to have at least seven members and are governed by the executive board (Vorstand) and the meeting of members (Mitgliederversammlung).

⁴ Therefore, an organization has to be non-profit, working in a field of youth welfare according to the Social Code Book (SGB) VIII and contribute essentially and sustainably to the youth welfare landscape. The advantage of this official recognition is the representation in the youth welfare committees (Jugendhilfeausschüsse) at different levels as well as special rights in cooperation and participation with the public authorities. Even though this is not a guarantee or condition for funds from the youth office, it raises the chances for collaboration in financial and organizational terms (Arbeitsgemeinschaft der Obersten Landesjugendbehörden 2016).

⁵ The Bundesfreiwilligendienst (Federal Voluntary Service) has been implemented in 2011 after the suspension of the compulsory military service and the alternative civilian service (Zivildienst). The Federal Voluntary Service should promote the civic engagement of citizens, but also refugees or asylum seekers with an official recognition and limited financial resources. <https://www.bundesfreiwilligendienst.de/der-bundesfreiwilligendienst.html> (last accessed 10/12/2019).

coordination. The growth of the organization was possible due to the funding of Aktion Mensch e.V. and the SKala-Initiative⁶ (KA_MA).

	2012	2013	2014	Since 1.09.2014	2015	2016
Number of employees (in full-time equivalent)	4 (ca.1.75)	6 (ca. 2.5)	8 (ca. 3)	7 (ca. 3.5)	9 (ca. 3.6)	9 (ca. 4)
- staff	0	1 (0.75)	3 (1.75)	3 (2.4)	4 (2.5)	5 (3)
- volunteer	4	4	4	4	5	4
- self-employed	0	1	1	0	0	0
Number of trainers	4	4-7	7	7	7	8

Table 1: Employees of Kein Abseits! (2012-2016)

Source: Own representation based on Amoruso/Ehrenberg/Stenzel 2016: 52.

Most of the work, however, is still done on a voluntary basis, since the association relies on active members and coordinates a high number of volunteers. In 2016, 68 volunteers worked on the mentoring projects of Kein Abseits! and a smaller number were engaged in the Sports and Activities field or general tasks (Amoruso/Ehrenberg/Stenzel 2016: 23). Additionally, some of the paid employees of Kein Abseits! work on part-time contracts and volunteer for the organization in their free time. The self-employed trainers can be partially thought of as volunteers: “The teachers of the Sports and Activities workshops are paid on an honorary basis. That is, in any case, not a large amount. I think the aim to become active weights more than the financial return”⁷ (KA_MA). For this reason, we can assume that the organization lives from the non-materialistic motivation and the involvement of their members, employees and voluntary workers.

Basically, volunteering for Kein Abseits! means high commitment and the willingness to invest a relevant amount of time. There are the weekly meetings with the mentees, trainings, group activities, meetings with the other mentors, and encounters with the coordinators to be managed. At the same time, a compensation for expenses cannot be paid to the volunteers. Instead, the mentorships are granted 150 Euros for their activities during the 8 months of the project. Even though more and more volunteers join the association as members, most of them do not and thus have no opportunity to participate and vote (KA_MA).

Altogether, the association has around 20 members, most of which are part of the operational unit, the executive board, self-employed trainers or voluntary workers. Many members started as mentors and wanted to further contribute to the organization. The small circle of members results out of the intention to have an active and contributing membership base: “actually, the idea is that if you are member of the association, you participate at the meetings regularly, bring in your ideas, decide and develop”⁸ (KA_MA). In the beginning, Kein Abseits! aimed at raising the number of active members (Amoruso/Ehrenberg/Stenzel 2016: 51). However, in 2018, new statutes were published that fundamentally change the structure of the association. Besides the regular and active membership, two new kinds of membership were introduced. First, a membership on probation was installed that

⁶ Joint initiative of the entrepreneur Susanne Klatten and PHINEO.

⁷ „Die Leiter der Sport-AGs arbeiten auf Honorarbasis. Das ist auf jeden Fall nicht wahnsinnig viel. Ich denke, da ist der Wunsch sich zu engagieren größer als der finanzielle Gewinn, den man damit hat“ (KA_MA).

⁸ „eigentlich ist die Idee, dass wenn man Mitglied des Vereins wird, dass man dann auch regelmäßig zu den Treffen kommt und auch wirklich seine Ideen mitbringt und mitentscheidet und mitentwickelt“ (KA_MA).

lasts for six months and leads to a regular membership, if the organization and the member agree. Second, the opportunity of a sustaining membership is offered. Both new memberships are rather passive since they cover the right to participate, but not the right to vote (Kein Abseits! 2018: 3). The new statutes reflect the new strategy to strengthen the income basis for the association and the daily business. On the other side, it shows the attempt to preserve the intimate inner circle of active members by asking for an additional commitment from new members.

Members can participate in the monthly Jour Fixe, where the executive board, management, and operational units report on their activities. Voluntary members have an equal right to present ideas, give their consent or disapproval, and to give feedback as the mandatory members. Once or more in a calendar year, the executive board calls the assembly of members, where elections and resolutions are adopted, or proposals and measures are discussed. To prevent dominance of the mandatory members, a new passus has been introduced in the 2018 statutes that declares the presence of a quorum only if more voluntary members than mandatory members take part (Kein Abseits! 2018: 7; Amoruso/Ehrenberg/Stenzel 2016: 51). According to the internal rules, the executive board and the management are committed to report to and receive reports from the members regularly – in the monthly Jour Fixe and the assembly of members (Kein Abseits! 2014:1).

The more Kein Abseits! grew, the more they worked on their organizational structure. In the beginning “everybody did a bit of everything, because everybody needed to have the overview”⁹ (KA_MA). Later, the governance of the organization professionalized. The executive board consists of three persons, each with the power of representation. They are responsible for the activities of the association and monitoring of management, especially regarding financial issues, child protection and the coordination of members. In the internal rules, the executive board calls the head of management as representative for operations. Particularly, the management takes on tasks of planning, strategy, finances, projects, human resources and public relations (Kein Abseits! 2014: 1). Furthermore, the management coordinates the interactions between executive board and operational units (Amoruso/Ehrenberg/Stenzel 2016: 50).

The operations area develops peu a peu, too, specializing in different fields of activities. For instance, the area of Mentoring and the area of Sports and Adventure are separate; the tasks of accounting and public relations are centralized; and the pedagogical management increasingly focuses on conceptualization rather than implementation of activities. The position of refugee coordination, which was established in 2014, was not maintained after the end of the project Heimspiel because Kein Abseits! aims at reaching children and youth regardless their background (KA_MA).

⁹ “hat jeder ein bisschen alles gemacht, weil jeder den Überblick haben musste“ (KA_MA).

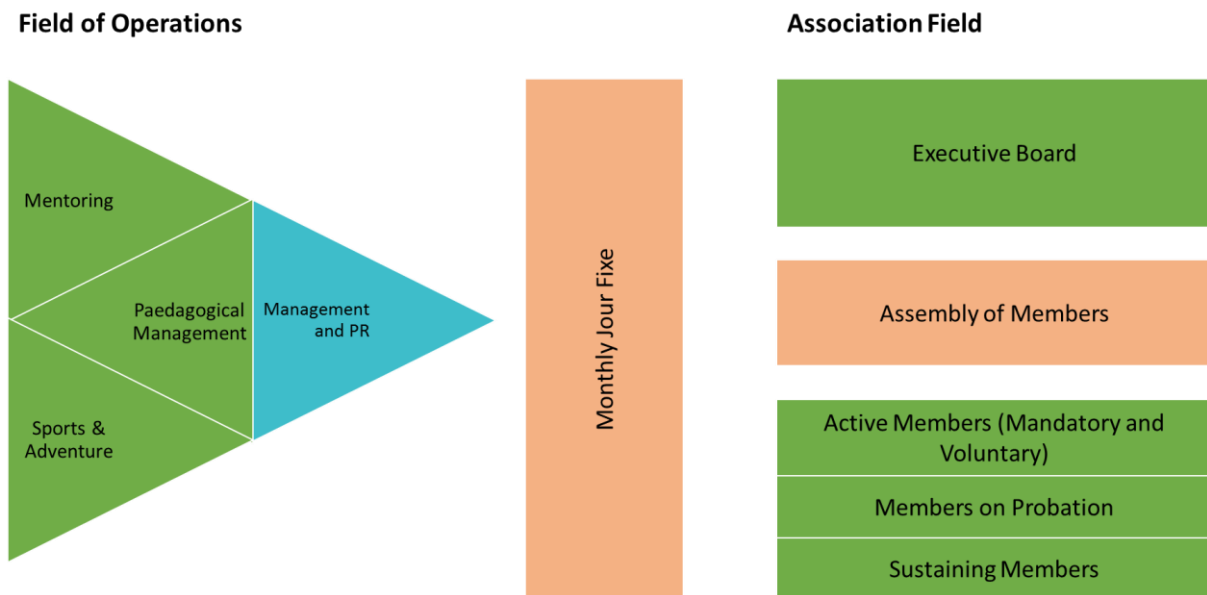


Figure 1: Structure of Kein Abseits!

Source: Own representation based on Amoruso/Ehrenberg/Stenzel 2016: 51 and Kein Abseits! 2018: 3.

In 2016, Kein Abseits! was 85% financed by private sources, particularly by grants from foundations and other organizations (86,835€), donations (81,791€), revenues (25,001€) as well as membership fees (1,194€), and to 15% (35,249€) by public sources. In the years before, the association was exclusively sustained by private funds. Altogether, the income of Kein Abseits! reached 230,071€ in 2016 - nearly twice as much as in 2014 (Amoruso/Ehrenberg/Stenzel 2016: 62). The biggest private-commercial sponsor is the oil company Total Germany GmbH. According to a newspaper article, Total was the employer of founder and executive director, Sinem Alparslan (born Turaç), and supported the association from the foundation until 2013 with more than 50,000€ and in-kind support in the form of with manpower for redecorating or vocational preparation.¹⁰ Furthermore, Kein Abseits! organizes a donation run, that creates an income of up to 8,500€.¹¹

Regardless of the growing sources of income, the association stated in their latest impact report: "In the upcoming project year 2016/2017 we are at a financial crossroads"¹² (Amoruso/Ehrenberg/Stenzel 2016: 63). Only part of the costs for the next year were financed and they were waiting for responses on different proposals for funding. Consequently, the organization was facing a high uncertainty in knowing if they could amplify their activities or needed to make reductions in offers. As of today, the reduction of activities appears to be prevented by the acquisition of public and private funds. Upon request, Kein Abseits! told us that public funds made up more than 30% in 2017. Consequently, we can speak of an increasing utilization of public sources.

Nonetheless, Kein Abseits! mostly relies on fixed-term project funds that safeguard their activities for a one to three years. As for many small social entrepreneurs, the financial sustainability of the organization, and its services, is a big challenge. One strategy to establish some financial security was to apply for funding from the SKala initiative of entrepreneur Susanne Klatten and PHINEO that

¹⁰ <https://www.tagesspiegel.de/berlin/wird-gemacht/9204800.html> (last accessed 22/11/2018).

¹¹ <https://www.kein-abseits.de/4-spendenlauf-von-kein-abseits-e-v/> (last accessed 22/11/2018).

¹² „Für das kommende Projektjahr 2016/2017 stehen wir vor einem finanziellen Scheideweg“ (Amoruso/Ehrenberg/Stenzel 2016: 63).

awarded Kein Abseits! 500,000 € over three years.¹³ In contrast to the most project-based funding schemes, this initiative aims at supporting the structural development of impactful and transparent social entrepreneurs by giving them a grant without specific targets. Furthermore, the initiative consults and mentors the organization in their scaling process (ibid.: 9).

2.3 Activities

According to the statutes of Kein Abseits!, the goals of the association are the promotion of child and youth welfare, sports and active citizenship (Kein Abseits! 2018: 1). The idea is that children and youth that are disadvantaged because of their social origin should receive support that enables them to actively participate in society and education. Kein Abseits! target group include children and youth with low-educated parents, single parents, many siblings, low financial resources or a migration/refugee history. The vision of Kein Abseits! is to build up competences and civil society structures, so that youngsters of different backgrounds can find their way out of difficult situations by themselves or with the help of society. Every citizen should be an active member of society who engages in voluntary work and is supported in his/her own self-development. "The vision that we have [is] that we don't need us anymore someday"¹⁴ (KA_MA). Therefore, they aim to sensitize citizens to understand the process of youth development as a mission for the whole society. Educational and vocational paths should be transparent and open for everyone, irrespective of social origin. Furthermore, there should be adequate opportunities for citizens to become active and to support young people while they grow up. Society understood as such would produce more encounters between different living environments and strengthen the support between citizens. Consequently, the support of public authorities would become less important (Amoruso/Ehrenberg/Stenzel 2016: 6).

Presently, many children in Berlin are growing up in a situation where the risk of dropping out of the educational system early or having difficulties with finding access to the labor market, is rather high. These risk situations are closely connected to low educational, social and financial resources, leading to poverty and social deprivation of whole neighborhoods and quarters. These localized inequalities are one of the central challenges in Berlin, requiring a large response for social services and public authorities. At the same time, measures to prevent this structural drop out of life chances are scarce. Mostly, people are eligible for social services only when problematic situations occur (Autorengruppe Bildungsberichterstattung 2018; Autorengruppe Regionale Bildungsberichterstattung 2013). That's where Kein Abseits! steps in, by establishing encounters between cultures, social classes and generations, as well as self-enhancing experiences, to prevent structural inequalities and to enhance society's innate recuperative power (KA_MA).

The approach of Kein Abseits! is threefold (Amoruso/Ehrenberg/Stenzel 2016: 13f.):

1. **Sports and Experiences** (e.g. Soccer for girls or Aikido for boys): Positive experiences of exercising and the building social networks should raise self-esteem, which should have a positive impact on school and work participation. Additionally, sports offer low-level access to marginalized groups, who are not represented in conventional social services.
2. **1 to 1 Mentoring**: Children with specific needs (single parents, many siblings, migration background, refugees etc.), between the ages of 9 and 13, are mentored by a Berlin University student who is 10 to 15 years older. The youth and mentor engage in educational, cultural and

¹³ <http://www.skala-initiative.de/projekte/> (last accessed 22/11/2018).

¹⁴ „Die Vision, die wir haben [ist], dass wir uns irgendwann selbst nicht mehr brauchen“ (KA_MA).

social activities. The unequal distribution of parental resources should thereby be counterbalanced. Additionally, the mentoring should support the self-efficacy of pupils through mobility and new experiences.

3. **Occupational exploration:** Adults give insights into their profession and occupation through presentations, tours of workspaces, or small exercises. As role models, they show different career paths and the opportunities to build a career by interests and ambitions. These offers should make participants curious and give them orientation to define their own targets.

Different projects integrate these three areas of intervention: The Kein Abseits! project started as soccer classes for 9-13-year-old girls, 1:1 mentoring and vocational preparation. In 2013, the services were also offered to boys through the “Anstoß” project and then in 2014 to girls in refugee homes through the “Heimspiel” project. With the end of the latter projects, the Kein Abseits! project became an integrative service independent from gender and financed by donations and membership fees. The intention is to sustain the services since the concept is the innovative “brand” of Kein Abseits! (KA_MA).

Refugees and asylum seekers became a special target in 2014 when the project “Heimspiel” started, which focused on girls living in refugee accommodations in Berlin-Reinickendorf.¹⁵ In 2017, these services were integrated into the regular offers, because of the inclusive philosophy of Kein Abseits!. However, the organization still defines refugee accommodations as a central access point to potential participants and cooperates with the integration office to implement services for the inclusion of refugees. Projects like the “Glücksrad” and the “Spiele-Star” are mobile activities and sports vehicles that bring services like pedagogically supervised handicrafts, exercises or board games to refugee accommodations. Furthermore, the project “1 zu 1 für Flüchtlingskinder” funds mentorings of children from refugee homes.

In the beginning, Kein Abseits! accessed their target group by offering free sports classes and, in that frame, promoting their mentoring service. Later, however, it became apparent that not every child is interested in sports but may want to join the mentoring project. Consequently, Kein Abseits! decided to get in contact with teachers and social workers to access the target group directly in the schools, refugee accommodations or socially troubled areas. Also, with the services of the “Spiele-Star”, potential participants are reached. As the employee of Kein Abseits! stated, the contact to the families in the refugee homes wasn't easy to achieve. Firstly, they needed a translator for the respective mother tongue and secondly, they needed to explain the concept of mentoring, as well as the structures of social services in Germany. Questions from parents were: “Are you from the Youth Office? Are you from the government? What do you want?”¹⁶ (KA_MA). Consequently, the employees of Kein Abseits! needed to invest more time to provide knowledge and build trust. However, now that the contact is established and people know the organization and its services, they don't even need advertisement anymore (ibid.).

Whereas the mentees are inhabitants of Reinickendorf, the target group of mentors is recruited outside of the quarter. Potential mentors get into contact with Kein Abseits! through advertisement. They are students with different study programs and subjects as well as basic experiences in pedagogical work. It is the explicit intention of Kein Abseits! to recruit academics with a high social, cultural and often economic capital, to serve as a gate opener for the mentees with few contacts in the

¹⁵ <https://www.kein-abseits.de/heimspiel/> (last accessed 22/11/2018).

¹⁶ „Seid ihr vom Jugendamt? Seid ihr von der Regierung? Was wollt ihr?“ (KA_MA)

middle and upper classes (Amoruso/Ehrenberg/Stenzel 2016: 17). However, a target that has not yet been achieved is to promote an active society with self-help structures by the recruitment of mentors from the more affluent regions of Reinickendorf. The organization is presently searching for possible solutions (KA_MA).

2.4 Networks

Kein Abseits! is active in several networks and, even more so, in founding new networks and round tables at local and international level.

Already in 2012, shortly after Kein Abseits! started, they became co-founders of the *Netzwerk Berliner Kinderpatenschaften* (Network of Berlin Mentorings for Children). The network is an association of about 36¹⁷ organizations that offer mentoring projects in Berlin. In 2017, they are part of the big German welfare association “Der Paritätische Wohlfahrtsverband”.¹⁸ Kein Abseits!, and the other network partners, exchange information and ideas through regular round tables and network meetings. In this frame, they also discuss common targets and problems they would like to address. The slogan of the network, “Together we are stronger and louder”, expresses the intention to represent the interests of mentoring organizations collectively in order to increase their impact (EMBEP 2015: 23). The network has not only become a lobbying space for mentoring services and organizations at Berlin level, but also initiates networks and exchange at the European level. Particularly, the network initiated and co-led the *European Mentoring & Befriending Exchange Programme* (EMBEP) in 2014/15 that joined different mentoring projects in Europe and received a grant from the European Commission’s GRUNDTVIG program.¹⁹ The intention was to scientifically and professionally develop and promote the subject of mentoring at the European level, particularly in Brussels.²⁰ Furthermore, the Netzwerk Berliner Kinderpatenschaften is one of the organizers of the *European Mentoring Summit* and member of the *European Center of Evidence-Based Mentoring (ECEB)*²¹, which was founded at the latest summit. The pedagogical manager of Kein Abseits!, Florian Amoruso-Stenzel, is not only co-founder and one of the executive directors of the Netzwerk Berliner Kinderpatenschaften, but together with his wife Gloria Amoruso-Stenzel, is also the initiator of the EMBEP and a member of the steering committee of the European Mentoring Summit²². Consequently, we can define him and Gloria as central figures in representing and developing the issue of mentoring at the local, national²³ and international level.

Apart from the lobbying and knowledge gathering function, the Netzwerk Berliner Kinderpatenschaften (unofficially) organizes the development and distribution of mentoring services for refugees all over Berlin. For instance, they negotiate spaces for operation, responsibilities and new areas for actions. Furthermore, the network organizations apply collectively for funds to enhance their prospects of success. In this way, Kein Abseits! received funding from the Federal Ministry for Education and Research (BMBWF) to implement thematic mentorings around the issue of sustainability in 2012/13. Since 2016, Kein Abseits!, and five other network organizations, also receive funding from

¹⁷ <https://www.youtube.com/watch?v=52tgRo9ldOU> (last accessed 14/01/2019).

¹⁸ <https://www.kipa-berlin.de/%C3%BCber-uns/> (last accessed 11/01/2019).

¹⁹ http://www.europeansharedtreasure.eu/detail.php?id_project_base=2013-1-DE2-GRU06-16202 (last accessed 11/01/2019).

²⁰ <http://mentoring-befriending.eu/partners/netzwerk-berliner-kinderpatenschaften/v> (last accessed 11/01/2019).

²¹ <http://www.ecebmentoring.eu/> (last accessed 11/01/2019).

²² <https://mentoringsummit.eu/about/> (last accessed 11/01/2019).

²³ As Florian Amoruso-Stenzel states in a video published on 13.01.2019, they are considering founding a German network for mentorings: <https://www.youtube.com/watch?v=52tgRo9ldOU> (last accessed 14/01/2019).

the Senate Department of Education, Youth and Family for the project “1 zu 1 Flüchtlingspatenschaften” (1 to 1 refugee mentorings)²⁴ (see paragraph 2.1).

The central network for migration and integration issues at the level of the Reinickendorf quarter is the *Bündnis Willkommen in Reinickendorf – WiR* – (Alliance Welcome in Reinickendorf) (KA_BA_R). It was established in 2013 to provide support for refugees in state funded accommodations and became an association in 2016.²⁵ With the high number of migrants arriving in Germany in 2015, WiR was a highly frequented network for public, private-commercial and non-profit organizations, as well as citizens, who wanted to contribute to the integration of refugees. Presently, the association is less frequented, however, the monthly meetings and the distribution of information are still important offers for the local service providers (KA_BA_R). Kein Abseits! is using the structure to negotiate opportunities for action either for themselves or for the quarter (KA_MA).

Kein Abseits! created connections with schools and refugee accommodations to get into contact with mentees, the big universities of Berlin to recruit mentors and employers to offer occupational orientation. Additionally, they profit from networks to church and youth organizations that provide rooms for services, workshops or further education of Kein Abseits! and its employees (KA_MA).

Furthermore, to professionalize their structures and services, central managers of Kein Abseits! participate in networking activities and continuing education courses on social economy or social entrepreneurship. For instance, the founder and manager of Kein Abseits! is part of the “Engagement mit Perspektive” (PEP) of Ashoka program that is intended to improve the definition and measurement of impact and receives training and expert advice from the Robert-Bosch-Foundation. Additionally, they participate in the “Changemaker-Xchange” network of Ashoka that creates connections between young social entrepreneurs from all over the world (Amoruso/Ehrenberg/Stenzel 2016: 57ff.).

As a representative of the youth office stated, Kein Abseits! found their way into the important networks quickly, and became not only a respected partner in local social provision, but also an instigator of new initiatives. For instance, they initiated the *Arbeitsgruppe Asyl und Flucht* (Working Group Refuge and Asylum) which is a meeting of field migration and integration professionals that takes place twice a year. The meeting is now organized by the Refugee Coordination and the Youth Office of Reinickendorf (KA_JA2) (see also paragraph 2.2).

Kein Abseits! has also established connections to the Integration Commissioner (Integrationsbeauftragter) and his team, as well as the Integration Committee (Integrationsausschuss) at the level of Reinickendorf (KA_BA_R). For example, the chairwoman of the Integration Committee took part at the Kein Abseits! Charity run in 2018 and presented a welcoming speech (KA_MA).

3 Information on the program and the co-operation with the local government

3.1 General information on the selected program and its development

²⁴ <https://www.berlin.de/sen/jugend/familie-und-kinder/familienfoerderung/#paten> (last accessed 11/01/2019).

²⁵ <http://wir-netzwerk.de/> (last accessed 11/01/2019).

In 2015, when the city of Berlin was confronted with a high number of refugees and asylum seekers, the Senate produced the *“Masterplan Sicherheit und Integration”* (Master Plan for Integration and Security) - a policy instrument in response to the new integration challenge (Gluns 2018:10). The Master Plan is also a political strategy that provides additional financial resources and an action plan that calls for some specific initiatives and restructuring plans. Two targets of the program that cover Kein Abseits! central areas of operation are the social participation of refugees and the promotion of civil engagement (Senat Berlin 2016).

Together with five other organizations from the Netzwerk Kinderpatenschaften, Kein Abseits! applied directly to the Senate Department for Education, Youth and Family to receive funding from the Master Plan. Starting in 2016, this funding has financed the project *“1 zu 1 für Flüchtlingskinder”* (1 to 1 for Refugee Children). Every of the organization participating in this program has a slightly different approach and offers services in different locations. Generally, they offer mentorings for children with refuge experience, most of whom are living in shared accommodations. Refugee children should receive the “opportunity to get access to the social and cultural reality in Germany”²⁶ through activities and communication. Furthermore, active citizenship should be promoted by mentors.

In 2016, Kein Abseits! financed 15 mentorings, and in 2017 it was estimated that it would increase to 25.²⁷ The mentorings last for eight months, where mentor and mentee write a diary together about their culture, leisure and sports experiences. They receive 150 Euro for this time frame to pay for bus tickets, entrance fees or meals. However, the “Tandems” (mentor and mentee) can also prolong their mentoring privately or take part in other programs of Kein Abseits!. As one mentee stated in the interview, she and her mentor have maintained their mentoring for four years and have now become friends (KA_MEN). Additionally, mentors take part in qualification courses and trainings and are required to report on the development of the mentoring (KA_MA).

A part of the Master Plan *“Integrationsfonds”* (Integration Fund) (6 Million in 2016) has been given directly to the 12 Berlin districts to be used for means-tested integration and participation measures. The amount of the funds depends on the number of refugees and asylum seekers officially registered in each district (Senat Berlin 2017: 79). Every district develops targets and measurements depending on the local needs in consultation with the respective local welfare providers. In Reinickendorf, 540,000 Euros went into 39 projects in 2018 (KA_BA-R). The services covered by these projects include the establishment of service, information and meeting points; cultural projects; sport and leisure activities; healthcare; income and employment; and housing.²⁸

One of the district funded initiatives is the project *“Trifolio”*, which was developed and implemented by Kein Abseits! in 2017. The project builds on the mentoring projects of Kein Abseits! and seeks to enhance the civil engagement of teenagers with refuge experiences.²⁹ With the Trifolio project the teenagers should be prepared to become active in their neighborhood themselves after having benefited from the mentoring from volunteers. Every teenager works at least 40 hours for a social or

²⁶ „Möglichkeit, Zugang zur gesellschaftlichen und kulturellen Wirklichkeit in Deutschland zu erhalten“, URL: <https://www.berlin.de/sen/jugend/familie-und-kinder/familienfoerderung/#paten> (last accessed 11/01/2019).

²⁷ <https://www.kein-abseits.de/1-zu-1-fur-fluechtlingskinder/> (last accessed 15/01/2019).

²⁸ <https://www.berlin.de/ba-reinickendorf/politik-und-verwaltung/beauftragte/integration/integrationsfond-nachbarschaftsprogramme-2018.pdf> (last accessed 15/01/2019).

²⁹ <https://www.kein-abseits.de/trifolio/> (last accessed 15/01/2019).

leisure project in the Kieze. Additionally, they participate in workshops, trainings and an autumn academy in Brandenburg where they think and reflect on their experiences.³⁰

3.2 Distribution of responsibilities in the program

The concept of the *Master Plan* has been coordinated by the former *Senate Department for Work, Integration and Women* (and consulted by McKinsey)³¹. With the consent of the Senate, the concept was shared with the Senate departments, the districts and civil society actors with the invitation to provide feedback on the plan. According to a Senate statement, about 300 participants discussed the plan at a final dialogue conference.³² The extent of the process illustrates the need to engage civil society actors in the discussion and planning. However, the process was somewhat limited by the fact that the program needed to be adopted quickly, due to the large increase in the number of refugees and asylum seekers in 2015. Consequently, the development of the Master Plan has been criticized for being too state driven. One representative of a social organization claimed in a newspaper article that they only serve as an “expertise from the outside” being mostly responsible for the implementation of state policies.³³ Additionally, the Youth Office in Reinickendorf felt “invaded” (KA_JA2) by the adoption of the Master Plan.

With the *Gesamtkonzept zur Integration und Teilhabe Geflüchteter* (Overall Concept for the Integration and Participation of Refugees) as the follow-up program to the Master Plan, the *Senate Department for Integration, Work and Social Affairs* implemented a more integrative approach. With thematic working groups at state level, and a series of dialogue events in the departments, the needs, opinions and ideas of all local and regional stakeholders were included in the development of the new concept. During the interviews for this case, a representative of the district Reinickendorf stated that she was part of several working groups (KA_BA_R) and staff of *Kein Abseits!* participated in a conference (KA_MA). Altogether, civil society actors and the different administrations at local level, were significantly involved in the policy development. This can also be seen in the fact that the focus of the policy changed from security to participation.

The specific field of activity outlined in the Master Plan (Senat Berlin 2016) or the Overall Concept (Senat Berlin 2018) determines which Departments are responsible for implementation. It is possible for departments to work together or contract with third parties. In the case of the former *Senate Department for Health and Social Affairs*, the big welfare association “*der Paritätische*” was responsible for the tendering, transfer and accounting of funds and the administration decided which projects would be financed.³⁴

In the districts, the management of the Integration Fund (responsible department, funding, implementation) varies widely and depends on the regional structure of the district. In Reinickendorf, the *Integration Office* is responsible for the coordination. Again, it works together with the responsible administrative offices, mostly the *Youth Office* (KA_BA_R). Together, they survey the local needs,

³⁰ <https://www.kein-abseits.de/cms/wp-content/uploads/Trifolio.pdf> (last accessed 15/01/2019).

³¹ <https://www.morgenpost.de/berlin/article207437075/Kolat-verteidigt-Masterplan-und-Mitarbeit-von-McKinsey.html> (last accessed 15/01/2019).

³² <https://www.berlin.de/rbmskzl/aktuelles/politik-aktuell/2016/meldung.480539.php> (last accessed 15/01/2019).

³³ <https://www.tagesspiegel.de/berlin/masterplan-fuer-integration-kritik-an-berliner-integrationspolitik-waechst/20796838.html> (last accessed 15/01/2019).

³⁴ <http://www.paritaet-berlin.de/fluechtlinge-aktuelles/detailansicht/article/umsetzung-masterplan-integration-und-sicherheit.html> (last accessed 18/01/2019).

search for projects that serve those needs, and coordinate the offers. The selected projects are then given to the district mayor and the four other district councillors to vote on. Finally, the confirmed list is sent to the Senate Department for Integration and the Senate Department for Finance in the frame of specific deadlines (every 6 months) (Abgeordnetenhaus Berlin 2017:3).

The Integration Office mainly uses the network *AG Asyl und Flucht*, which is organized together with the Youth Office, to survey the needs of each district. This is where all stakeholders for the integration of refugees and asylum seekers meet regularly to discuss the distribution of welfare measures in Reinickendorf. Some of the partners that take part in the meetings or receive meeting minutes include the Jobcenter (Labor Office), Landesamt für Flüchtlinge (State Office for Refugees), Gesundheitsamt (Health Office), Sozialamt (Social Office), operators of refugee accommodations and social service providers. The Integration Office uses the information from the network meetings, to produce a list of recommended measures that are distributed to the representatives and Offices at district level to propose projects (KA_BA_R).

The Youth Office gets the overview of topics and portfolios of welfare providers in the regular *Kiez-Runden*. The Youth Office has strong collaborations with some of these organizations that have grown over time and are based on mutual understanding and reliability. When the Integration Fund came unexpectedly in 2016, the Youth Office looked to its established network, since there was no time to learn about and evaluate new initiatives (KA_JA1). When the Integration Fund became more coordinated and better operated, the process of selecting innovative projects could be done in a more deliberate way. However, since the allocation of funds is yearly, the horizon for planning is limited. Accordingly, the interested organizations must be highly committed and always in contact with the Youth Office, which makes it more difficult for small organizations and new initiatives (KA_JA2).

3.3 Co-operation with the local government

The first cooperation partners of Kein Abseits! were local schools, where they implemented sports and mentoring projects. With their help, Kein Abseits! quickly found their way to the central contact points and networks. For instance, they approached the regional social coordinator of the Youth Office: “Kein Abseits! quickly (...) found their way to me to find our common interests”³⁵ (KA_JA1). They presented their project ideas with the representative of the Youth Office to find out if these ideas fit into the quarter.

Furthermore, they went to the “*Kiez Runden*” (Quarter-Meetings) to introduce themselves and become part of the local welfare network. The “*Kiez-Runden*”, which are a requirement of the Sozialgesetzbuch – SGB – (Social Code Book) and installed by the Youth Office, are the most important networks for social service provision at local level. Kein Abseits! used the meetings to get insights into the social service landscape in Reinickendorf and to find spaces, coalitions and cooperation for their offers. Now they join every meeting (every second month) to negotiate the organization and distribution of social services in the Kieze with childcare providers, youth social work organizations, family centers, schools and the like. In the frame of the meetings, the stakeholders not only exchange the needs and offers in the quarter, but also agree on a joint political agenda, that they can represent at the level of Reinickendorf or Berlin (KA_MA).

³⁵ „dann hat sich “Kein Abseits!” ganz schnell (...) zu mir auf den Weg gemacht und geguckt, was haben wir für gemeinsame Interessen“ (KA_JA1).

Through their regular engagement in these meetings, the direct consultation with the coordinator of the Youth Office, and being active in the Kieze, Kein Absaits! was one of the providers that was asked to apply for the Integration Fund: “The Master Plan came on the table (...) and of course in my thinking (...) there was Kein Absaits!”³⁶ (KA_JA1). The Youth Office coordinator stated, that Kein Absaits! had an innovative and effective portfolio that neither the Youth Office, nor other providers in the Kieze, could offer. Furthermore, they perceive the organization as being committed to their work and the Kieze, adaptive and flexible to changing circumstances. For example, when Kein Absaits! didn’t receive the private funding for their Summer Camp, they organized a holiday adventure at home in order to serve the target group in a different way (ibid.). Also, when the Youth Office included them in their allocation of funds on short notice, they accepted even though it was a small amount of funding and in general. Kein Absaits! tried to avoid applying for small public funding amounts because the administration is rather intensive. However, in this instance, they did so to strengthen their relationship with the Youth Office (KA_MA).

The type of cooperation in these Berlin districts grows on mutual trust, information sharing and understanding. To become part of the “inner circle” of public funding at local level requires time, diplomacy and engagement. Consequently, traditional big welfare providers receive the biggest share. They have the means to offer the services that are needed on short notice, can better cope with uncertainty and are able to work through the long administration and application processes in the district (KA_JA2). Even though Kein Absaits! can’t compete with these features, they became an established player at local level due to their commitment to publicity and presence. Their communication is perceived to be illustrative and transparent and shows high media affinity. Furthermore, they are innovative, and research oriented in the development of their services. Finally, they show up in the Kieze regularly and present themselves as open to new ideas and collaborations (KA_JA1).

However, when it comes to funding, the opportunities are limited. As the representative of the Youth Office states: “We have to acknowledge Kein Absaits!, they research where the donors are because we quickly reach our limits with what opportunities are available”³⁷ (KA_JA1). Apart from the Integration Fund, the Youth Office itself has few flexible funds, since most of it is already and steadily allocated. Presently, it serves more as an information and coordination point for Kein Absaits!. This is also the case with the District Office (ibid.).

Concerning the criteria and administrative process of funding, the local Youth Office and the District Office are rather difficult compared to the Senate funding or private fund givers. Kein Absaits! staff observe that the administrations are not as user-friendly and flexible as they should be: “Sometimes, they have guidelines you would say are impossible to accomplish right now”³⁸ (KA_MA). For example, documents need to be filled in by hand or a lot of information needs to be documented and measured (ibid.). From the position of the administration, Kein Absaits! seemed to put daily business ahead of the bureaucratic duties: “What they deliver is really high-quality in practice, then this (contract

³⁶ „der Masterplan kam auf den Tisch (...) [u]nd natürlich ist dann in meinem Gedankengut (...) “Kein Absaits!” gewesen (KA_JA1).

³⁷ „Wir haben ja “Kein Absaits!” zu verdanken, dass sie immer ganz viel in die Recherche gehen, wo gibt es noch Fördergeldgeber, weil wir sind ja immer ganz schnell an unserer Grenze, was es für Möglichkeiten gibt.“ (KA_MA).

³⁸ „Dann gibt es tatsächlich manchmal Vorgaben, von denen man sagt, das ist einfach total unvorstellbar, wie wir das jetzt noch irgendwie hinbekommen sollen“ (KA_MA).

requirements) is sometimes left behind”³⁹ (KA_JA2). That behavior is tolerated, because it is a new, small and idealistic organization. However, this shows the classic cleavage between practice and administration since the Youth Office isn’t amenable to improving the project administration measures based upon feedback from the organizations they work with. Instead, they expect new organizations to manage the very different funding requirements even though they admit they can be time-consuming and difficult (KA_JA1; KA_BA_R).

Finally, the yearly allocation of funds from the District Office inhibits the ability of organizational flexibility and long term planning. Accordingly, funds from the district are often assigned on short notice and this makes it difficult to maintain welfare provision. If an organization can’t handle the uncertainty and ends the cooperation, or new organizations arrive on the scene, there are few legal opportunities to adapt (KA_JA1; KA_BA_R). For this reason, it takes a long time to get access to public funds and it diminishes the ability of organizations to flexibility.

3.4 Assessment of the effect of the program

Kein Abseits! regularly measures its outcome and impact on different target groups. They determine targets in the beginning of a year (or a project) and measure different indicators throughout the year. For instance, they document observations, conduct standardized surveys, monitor mentors and mentees relationships through project diaries and self-reported stories of change (Amoruso/Ehrenberg/Stenzel 2016: 25). On this basis, different impacts could be identified: Through the multiple and varying experiences during mentorship and other offers, children are more independent, self-confident and actively engaged in society; Volunteers enhance their pedagogic skills and intercultural competence; Encounters between social classes and nationalities reduce prejudices and exclusion (ibid.: 35). Due to the limited means and the high effort, however, the evaluation must be seen as a brief overview, not a reliable instrument for comparison.

A comprehensive evaluation of the impact of Kein Abseits!, particularly in the field of sports, was conducted by PHINEO⁴⁰ in 2015. Compared to the other organizations measured in that field, Kein Abseits! came out far ahead. Vision and strategy, as well as finance and controlling, were awarded the full score. The other categories⁴¹ reached four out of five points. Consequently, Kein Abseits! has been certified with the PHINEO Impact label. Unfortunately, the evaluation report is not available and for this reason the measurement can’t be retraced.

Furthermore, Kein Abseits! received additional awards from the Bündnis für Demokratie und Toleranz (Alliance for Democracy and Tolerance) in the competition „Aktiv für Demokratie und Toleranz“ (Active for Democracy and Tolerance); the city of Berlin with the “Hauptstadtpreis für Integration und Toleranz“ (Capital City Award for Integration and Tolerance); the Senate Department of the Interior and Sports with the Prevention Award; the Trade Union Education and Science Berlin with the Mete-Ekşi-Award and the Robert-Bosch Foundation.

The representatives of the Youth Office and the Integration Office in Reinickendorf confirm the positive evaluation results. Kein Abseits! “has a very low-threshold approach, so they address the children and

³⁹ „was sie wirklich qualitativ hochwertig abliefern in der Praxis, dann hängt das halt manchmal so ein bisschen hinten dran“ (KA_JA2).

⁴⁰ According to the self-description „independent, non-profit analysis and consulting firm for effective social engagement“, URL: <https://www.phineo.org/english> (last accessed 23/01/2019).

⁴¹ Targets and target group; Approach and concept; quality development; Leadership and HR Management; supervision; Transparency and PR (PHINEO 2015:48).

youth with the right words, in their own way“⁴² (KA_BA_R). The work with the volunteers also proceeds well, since the supervisors take enough time to match teams and provide training and consultation. All in all, this is a costly process, but there would be no proof of the impact without the effort (KA_JA1). As the representative of the Integration Office stated, the association receives lots of positive feedback from the participants (KA_BA_R). One Mentee told us “It has helped me a lot. Through my mentor, I’ve learned German very fast (...). I got to know Berlin and she helped me with the homework“⁴³ (KA_MEN).

Generally, Kein Abseits! conducts their work with a lot of enthusiasm, flexibility and creativity (KA_JA2). The intrinsic motivation is coupled with professionalism. The organization uses different training and consultation opportunities to collaborate and develop. Another representative of the Youth Office characterizes them as “targeted” and “structured”, since they are very strategic in finding fields of operation, opportunities for co-operation and methods to enhance their services and structures (KA_JA1). For this reason, combined with their efforts at transparency and active presence, Kein Abseits! quickly became known and acknowledged as reliable provider in the Kieze (ibid).

4 Conclusion

Kein Abseits! started as a private funded organization, generating their income through donations, membership fees and foundations grants. The more they got to know the structures, networks and persons in charge in their region, the more they created relationships with local authorities and other welfare providers. Now, Kein Abseits! is well-known and respected in the Kieze and in Reinickendorf. Even more so, they are very active in different round tables, working groups and meetings, developing new structures and initiatives for the region. Through their commitment, they receive information about funding opportunities and develop new ways of financing welfare services.

However, for them to receive public funding took some effort. Even though they were in contact with the relevant figures of welfare production at the local level and accepted as cooperation partners, most of the means were already assigned. As an employee of Kein Abseits! stated concerning the cooperation with the district of Reinickendorf: „Where there is no money, you can’t give any“⁴⁴ (KA_MA). The same holds true for the funding sources of the Youth Office. Generally, the Youth Office already has its portfolio of services and welfare providers that are financed. To integrate a new player, either one organization must withdraw its services or additional funds must be acquired (KA_JA1). In the case of Kein Abseits!, the additional means provided by the Integration Fund and the Master Plan at Senate level opened up the opportunities to gain public funding. These are assigned case by case, but it seems that while the additional means are available, Kein Abseits! can prolong the funding of their measures year by year.

On the one hand, the funds of public administrations can raise the sustainability of Kein Abseits!’ measures. On the other hand, the year by year allocation produces uncertainties and the bureaucratic procedures are time-consuming. Consequently, not in every case the collaboration with

⁴² „hat einen sehr, sehr niedrigschwelligen Ansatz, also die sprechen die Ki-der und Jugendlichen auf ihre – also mit den richtigen Worten an, auf ihre Art an“ (KA_BA_R).

⁴³ „Es hat mir sehr viel gebracht. Ich habe durch meine Mentorin sehr schnell Deutsch gelernt (...). Ich habe Berlin mehr kennengelernt und sie hat mir ab und zu auch bei den Hausaufgaben geholfen.“ (KA_MEN).

⁴⁴ „wo kein Geld ist, kann man keins geben“ (KA_MA)

public authorities is a win for the organization. Presently, they are at a crossroads concerning their funding mix depending on flexibility, sustainability, innovativeness and growth.

Interviews:

KA_BA-R	Kein Abseits!! e.V., District Office Reinickendorf, Refugee Coordinator (<i>Bezirksamt Reinickendorf, Flüchtlingskoordinatorin</i>)
KA_JA1	Kein Abseits!! e.V., Youth Office (<i>Jugendamt</i>)
KA_JA2	Kein Abseits!! e.V., Youth Office (<i>Jugendamt</i>)
KA_MA	Kein Abseits!! e.V., employee
KA_MEN	Kein Abseits!! e.V., mentee

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