Magazine Solidarity

11th year :: June 2016

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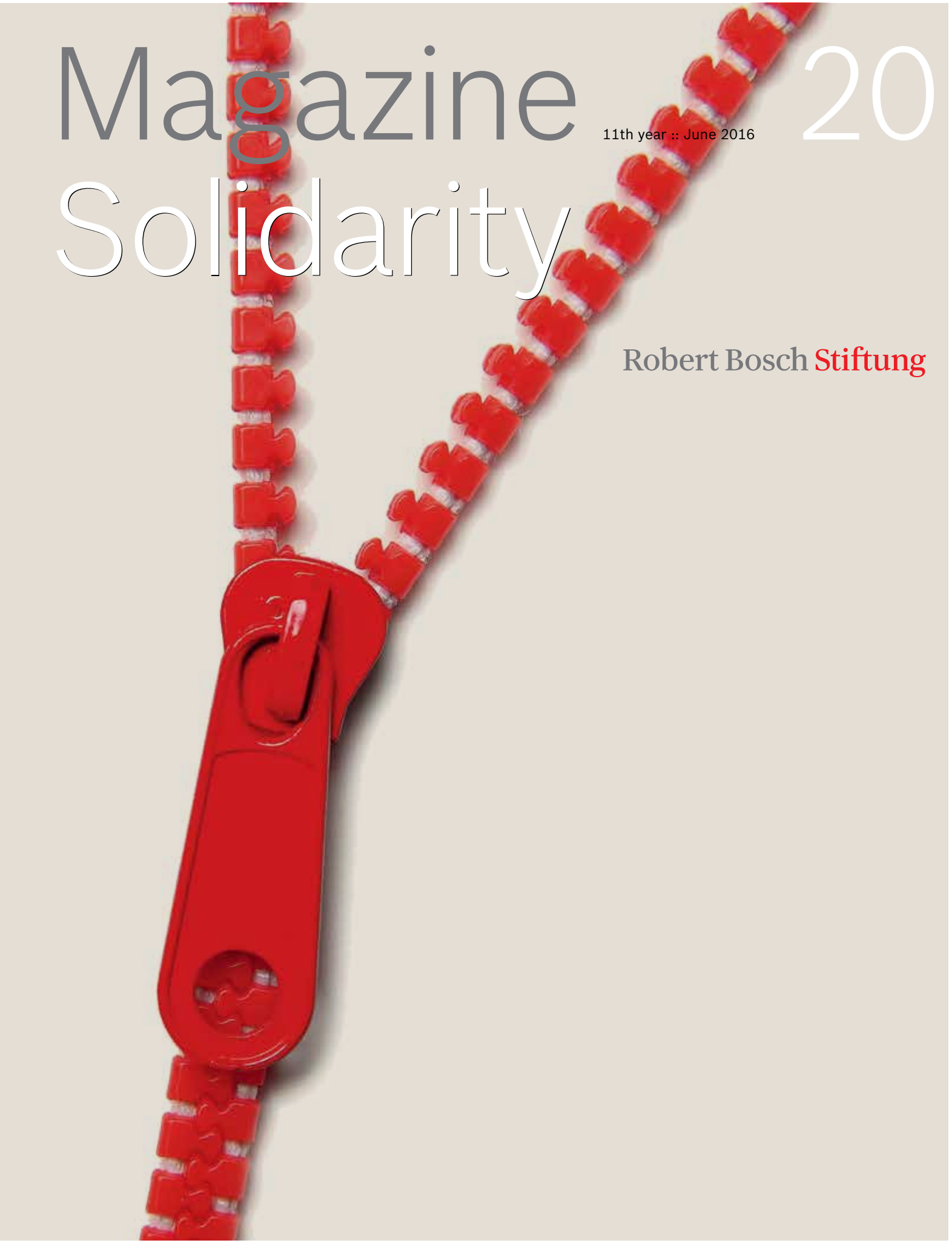

Robert Bosch Stiftung

Dear readers,

There were about twenty possible options for the cover of this magazine. It was a difficult decision, so we decided to ask our colleagues: Which draft of the cover is the best fit for the subject of solidarity and social cohesion? The best answer came from a colleague: "The message behind the image with the zipper is really unclear. It could be opening or closing."

And there it was! None of the other covers had such an ambiguous message, and ambiguity is exactly what we wanted. The various groups in our society can come together or drift apart, as well. And we always need people who push for solidarity and bring the parts of society that are drifting apart back together.

At the moment, we can see this happening with the refugees who have been arriving in Germany since the summer of 2015. What do we need to do to ensure that the people who will be staying with us for a longer period of time – or forever – can integrate into our society? The Robert Bosch Stiftung assembled a commission of experts, discussed the issue with the German President, people with on-the-ground experience, and experts at a forum, and supported a range of projects. You can find articles on the subject in this issue.

But solidarity affects us in ways that go beyond the refugee crisis. In our increasingly diverse society, where traditional structures – such as families and clubs – are losing their ability to hold people together, there are countless potential breaking points: between young and old, privileged and disadvantaged, or Christian and Muslim, just to name a few. Committed citizens are often the only reason that these groups come together and maintain a dialog. You will learn about some of these dedicated individuals in this magazine.

I hope you enjoy reading this issue.

Kind regards,

Stefan Schott

Stefan Schott, Head of Communications

Photos: Cover: istockphoto Page 2–3: Robert Bosch Stiftung, Max Lautenschläger, Marcus Simaitis, Julia Rotter Illustration: Jens Amende

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Settling in properly in Germany is a prerequisite for becoming part of the society. Christiane Lettow-Berger helps refugees with this process.

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Everyone should play a part in making integration a success, as Joachim Gauck tells participants at the Refugees in Germany forum.

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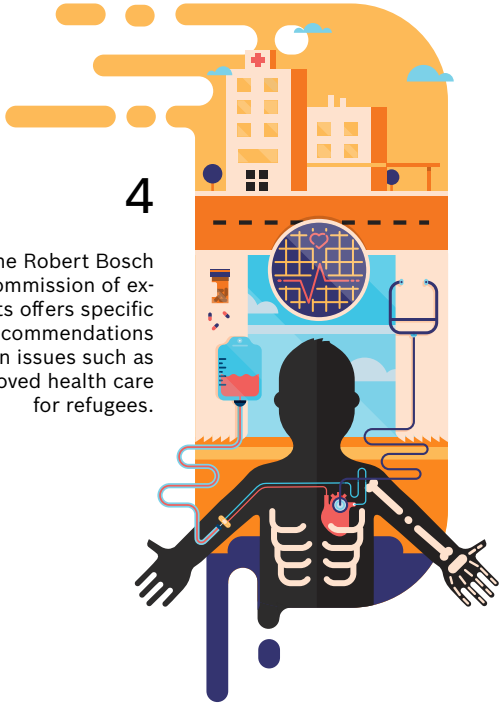

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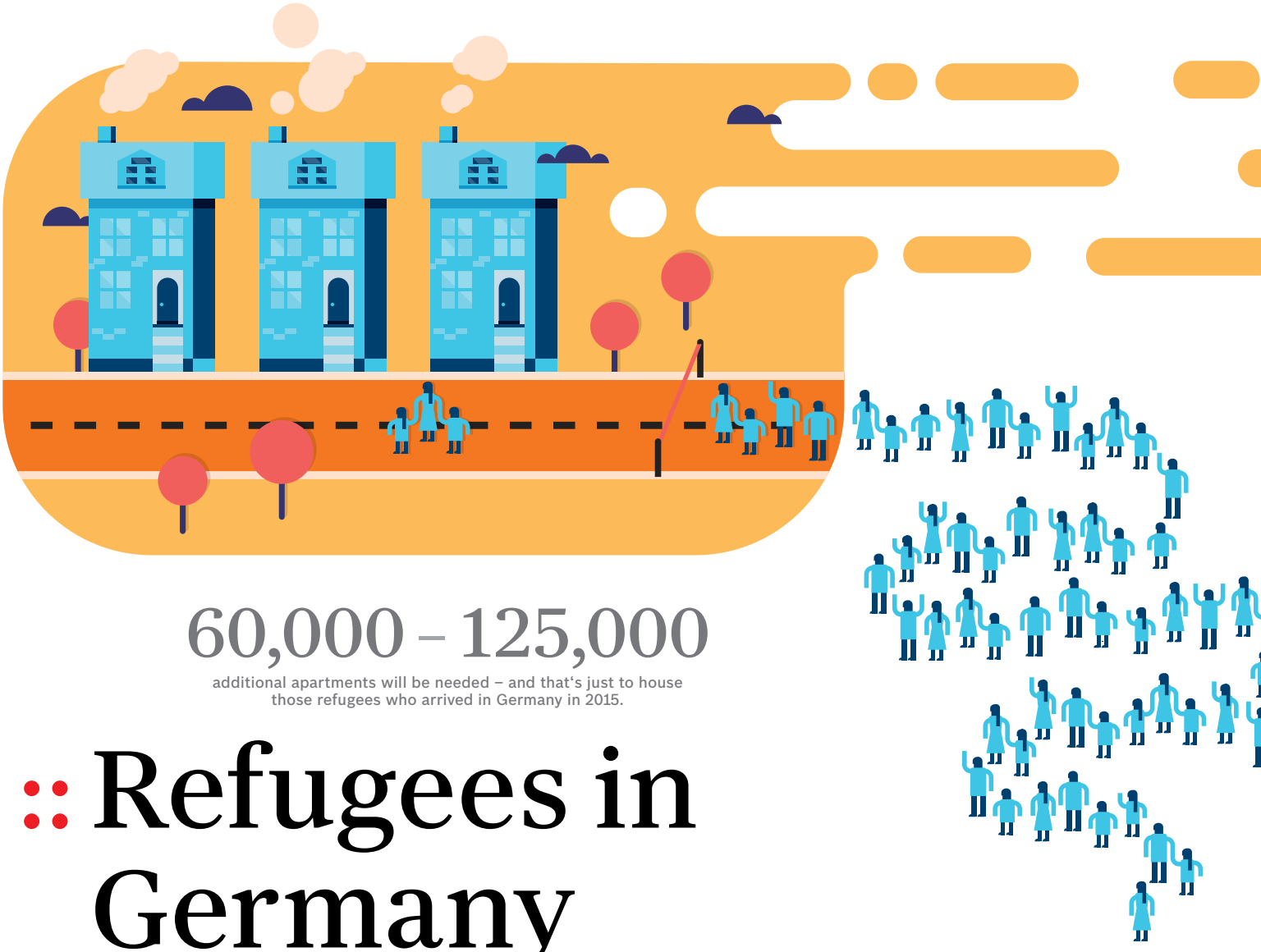
The Robert Bosch commission of experts offers specific recommendations on issues such as improved health care for refugees.



60,000 – 125,000

additional apartments will be needed – and that's just to house those refugees who arrived in Germany in 2015.

:: Refugees in Germany

Hundreds of thousands of refugees have arrived in Germany over the past year. What must be done to help them become part of our society, whether temporarily or long term? The Robert Bosch Stiftung appointed a panel of experts, who came back with concrete concrete, solution-oriented recommendations.

If you really want to discuss how Germany is to deal with the increasing number of refugees making their way here, and how those who stay can successfully become part of the community, then it is vital to have a comprehensive and reliable overview. Such an overview is even more important as it becomes unclear how refugee migration will develop, and as popular debate becomes more dominated by polarized opinions. This is why, in March 2015, the Robert Bosch Stiftung brought together an expert committee. The panel brought together ten high-ranking representatives from the fields of politics, the economy and society (see page 7). The ten-member, non-partisan commission, headed by Armin Laschet, deputy chairman of the Christian Democratic Union political party, spent a year developing many medium- and long-term ideas in considering a realignment of the policy on refugees. In spring of 2016, the commission presented their final report, detailing 99 practical recommendations, based on scientific reports, analyses and real life observation. These suggestions range from the introduction of a health insurance card for refugees to support for business start-ups. Substantial parts of the Commission's work were referred to in a first draft of German government's integration law. The fields addressed by the commis-

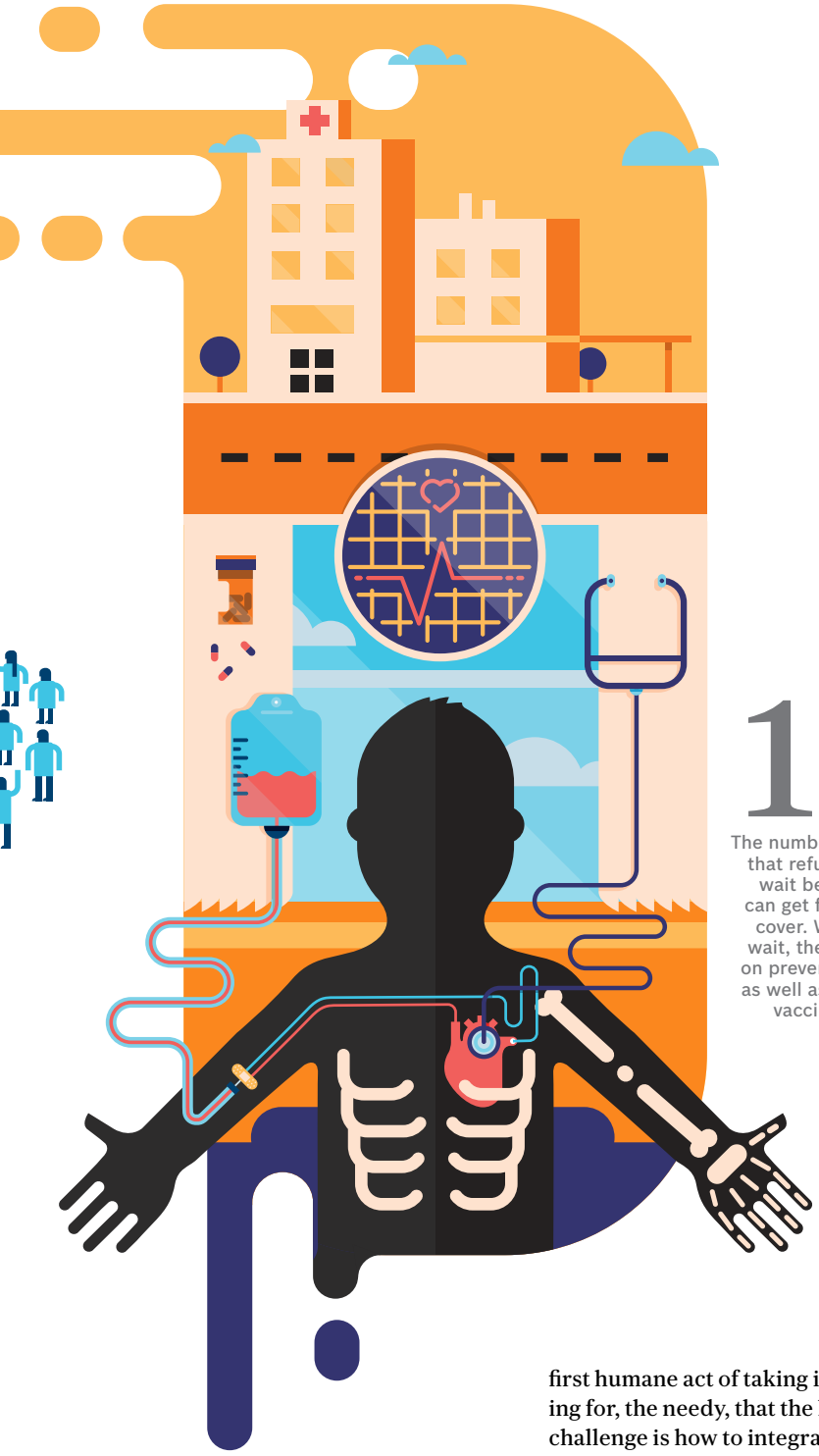


Illustration: Jens Amende

More humane and it will even save costs – giving refugees better access to healthcare from the very start

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The number of months that refugees must wait before they can get full medical cover. While they wait, they miss out on preventative care as well as important vaccinations.

sion follow a refugee biography and hence range from arrival over the asylum process to acceptance, or repatriation in case of non-recognition. A major focus for the report was faster integration. It is already obvious that after that first humane act of taking in, then caring for, the needy, that the longer term challenge is how to integrate those people able to stay, into German society. The most important recommendations that the Robert Bosch Expert Commission came up with are explained on the following pages.

▶ **The report is available at www.bosch-expertenkommission.de in English and German.**

Accommodation and housing
A major expansion in affordable public housing

The refugees who arrived in Germany over the past year will soon need between 60,000 and 125,000 homes. This is why the Robert Bosch Expert Commission is calling for a major increase in public housing. It is necessary to considerably expand public social housing measures by means of joint initiatives by the federal government, states and municipalities. In order to achieve this, the Commission suggests lowering property transfer taxes and a simplification of building, environmental and procurement legislation. Additionally there should be the creation of nationally applicable standards for collective accommodation. That includes, among others, facilities for language teaching and childcare, separate sleeping and shower rooms for women. Accommodation in municipalities should be more strongly linked to criteria like the local economy the labor market, demographics and the housing market. And if private individuals say they're willing to host refugees, then this should be made far easier, with less bureaucracy required. Civil society initiatives that meet refugees' needs should also be supported.

Healthcare services
Health insurance cards for all

We can, indeed we must, come up with a standardized and simpler way for refugees to access health care: It is about treating people humanely and, in the long run, it is also going to be less expensive for German soci- >

3.5

percent more places in kindergartens will be needed – and that's just for the children who fled to Germany last year.

ety. This is how Armin Laschet summarizes the Commission's central ideas on healthcare. For this reason, the experts recommend a mandatory health card for all refugees. Experiences in Bremen and Hamburg, and results of current research, indicate that this would be a more efficient system than the current one which involves vouchers. This would also make it easier to practice preventive medicine, something that is particularly important in the refugee group homes. At the moment, refugees and asylum seekers can only access emergency health care during their first 15 months in the country. Important vaccinations should actually be offered earlier, before potential contagion arises. There should also be significantly more doctors, social workers and nursing personnel working at refugee reception centers, in order to guard refugees against long-term, and therefore expensive, diseases. It is the traumatized refugees who need help faster.

Access to education
Mandatory schooling for refugee children

Around 155,000 school-age children and 94,000 pre-schoolers arrived in Germany in 2015. That translates to a 1.4 percent increase in school pupils and a 3.5 percent increase at kindergartens. If integration is to succeed, it is important that newcomers are able to access education. The earlier young people enter the school system, the better their chances of success in the job market later on. And the whole of society benefits from that. This is why education should be mandatory for refugee children. Compulsory school attendance for refugee children should begin no later than three months after making an asylum application. A standardized, national set of preparatory classes should also be created. And last but not least, vocational schools should accept young people no longer legally required to attend school - but under the age of 21, or 25 in exceptional cases - in order to integrate them into the dual system, which twins classroom learning with workplace experience. Universities and federal states should use the existing legal scope to allow asylum seekers with good prospects of remaining in the country to study.

Robert Bosch Expert Commission

The members (from left): Claus Enkler, of the Ministry for Integration in the state of Baden-Württemberg (representing the Minister, Bilkay Öney), Günter Burkhardt, CEO of Pro Asyl, Heinrich Alt, Federal Employment Agency, Professor Dr. Renate Köcher, CEO of the Allensbach Institute, Armin Laschet, Head of the Expert Commission and Armin Laschet, head of the Expert Commission and deputy chairman of the CDU party, Uta-Micaela Dürig, CEO of the Robert Bosch Stiftung, Rainer Ohliger, the scientific secretariat for the Expert Commission, Jan Dannenbring of the German Confederation of Skilled Crafts (representing Hans Peter Wollseifer), Roland Preuss, of German newspaper Süddeutsche Zeitung, Christine Langenfeld (guest), Head of the advisory council to the German Foundations on Integration and Migration and Peter Clever, Member of the Executive Board of the Confederation of German Employers' Associations. Missing from the picture is Dr. Ulrich Maly, Mayor of Nuremberg and Vice President of the German Association of Cities.

Learning language
Equal access to courses

Language is absolutely vital to integration in society and into the job market. This is why language skills should be given more consideration as soon as refugees arrive at the reception centers. This would mean that those refugees who are likely to be granted asylum could more easily access language and orientation courses. At the same time, there needs to be more of these courses available. Because there's so much demand, courses are often full. Months of valuable time and motivation are lost because of this. In order to find enough teachers, unconventional routes should be explored – perhaps by reactivating retired German language teachers and lecturers on a voluntary basis. The Commission also recommends more support for volunteer efforts and networks. If there were more language lessons available, either >

Photo: Max Lautenschläger Illustration: Jens Amende

Earlier access to language and orientation courses – otherwise valuable time is being wasted

through volunteer initiatives or via teleteaching, for those wanting them while at reception centers, then this would help refugees spend their first few months in Germany more meaningfully.

Training and employment
Gathering skills, starting work as early as possible

Access to employment opportunities is key to fast and successful integration. Refugees with good prospects of remaining in the country should have access to employment if a preferential candidate cannot be found. The information on the education and professional qualifications of refugees should be improved. Officials usually don't have records of professional or academic qualifications. Funding and policies to develop the German labor market, such as professional development or the employment vouchers that allow those on unemployment benefit to take up jobs offered by private businesses, should also be available to refugees. The same recommendation applies to vocational training. Any support should be made available to refugees who undertake training immediately, not as it currently stands, where they must wait 15 months. For the period of training, tolerated persons should receive a resident's permit instead of the current toleration. When they finish training, they should be allowed to keep that permit and get access to any job opportunities. And, any new businesses started by refugees should be supported and refugees who are permitted to work should be allowed to take on temporary jobs.

Refugees likely to get asylum should be allowed to work three months after they arrive

Illustration: Jens Amende

A place of refuge

Accommodating the many newcomers seeking shelter in Germany is a challenge for the whole society. Volunteers like bookshop owner Christiane Lettow-Berger are meeting that challenge – and the VOR ORT project is helping people like her.

By Julius Schophoff

Under a window, between books of Grimm's fairy tales and poetry by Rilke, Ringelnatz and Roth sits a pretty vase of pink tulips. But Christiane Lettow-Berger moves it to one side, replacing it with a list provided by the local council. On it are the names of 20 refugees who have arrived in town this week. She checks the date on it. "Oh dear, that was yesterday," she says. "Well, we'd better get to work then!" It is shortly after nine in the morning and Lettow-Berger just opened the bookshop. But she has to go. The 64-year-old puts one of her employees in charge and heads out.

Besides books, Lettow-Berger's shop in Kelheim, Germany, offers recent arrivals assistance.

Lettow-Berger's bookshop is an unofficial center for refugee aid in Kelheim, a town of 15,000 near Regensburg in south eastern Germany. There were almost no refugees here in early 2014; now there are around 2,200. According to Bavaria's official guidelines, there should be one full-time counselor for every 150 asylum >

Christiane Lettow-Berger never loses her sense of humor, even if her work can be frustrating at times. She knows that volunteers like her are often the only ones helping asylum seekers.

Photos: Julia Rotter (2)

Along with other languages, Lettow-Berger has also learned to understand complex German "officialese".

> seekers. However since February this year, the town has only two. Because this is a common situation in more rural areas, the Bavarian Refugee Council set up the VOR ORT project, to support, assist and train volunteers operating outside of major urban centers. The Robert Bosch Stiftung supports this project because it is a vital one – here, on the ground, is where Germany will work out how the country can support and include its many newcomers into society.

Lettow-Berger drives her blue campervan to a new home for refugees, a friendly-looking house with croci in the garden. A group of Syrians stand in front of the double garage, one of the women holding a baby in her arms. “Hallo, I’m Christiane,” Lettow-Berger says, shaking each of their hands. “Do you speak English?” They all shake their heads. She strokes the baby’s cheek. “Amir,” says the mother.

While they may not share a common tongue, they manage to communicate in German and Arabic. “Hamam, hamam,” the women say. Lettow-Berger follows them up to the second floor, where the mother points to the shower and then to Amir. They need a baby tub to bathe him in and a crib. “Do you have stroller?” the bookseller asks. More head shaking. “Have you registered yourselves? Have you received any money yet?” She rubs her thumb and fingers together to signify cash. No, there is none, comes the answer.

Christiane Lettow-Berger is the refugees' source of hope

Christiane walks with the group of Syrians to register at the local town hall. More and more refugees are turning up at the town hall's waiting rooms. Among them are young men who’ve been in Germany for some time now. They greet Lettow-Berger enthusiastically. One of them takes her by the arm and says: “My son.” In broken German, he explains that he wants to leave the refugee housing and move in with his family. That’s a matter for another authority. So they make their way through the historic town to another office. Lettow-Berger knocks on the door to room 101, with seven Syrians in tow. She explains the family’s request to the official and is sent to room 22. The person she speaks with there tells her that the responsible person is away on holiday, for six weeks. Christiane turns around. The Syrians look at her in hopeful anticipation. “You’ll have to wait,” she explains. “Sabr.” It means “patience”. That’s a word she now knows in several languages.

The VOR ORT Project: Even the helpers need help

Far from Germany's bigger cities, refugees often rely on volunteers – to help them fill out asylum applications, find a place to stay and learn German. The VOR ORT project, initiated by the Bavarian Refugee Council and funded by the Robert Bosch Stiftung, helps volunteers in rural Bavaria. The initiative provides basic information through workshops, offers materials, advice and lessons and assists with networking between volunteers. It also helps encourage and support those giving their own time and energy.

Photos: Julia Rotter (4)

Refugees who were once names on a council list have since become friends

Lesson learned: Going to the Red Cross' donation center is often faster than going the official route.

Bureaucracy takes time. And that's why Lettow-Berger has learned how to say "patience" in many languages.

Christiane Lettow-Berger laughs a lot this morning, even though this work with refugees can be frustrating at times. The volunteers are often the only ones helping the asylum seekers. And in return, the asylum seekers put a great deal of faith in the volunteers, even though the volunteers are limited in what they can do. “We are there to act as go-betweens but we are mostly kept out of the loop,” says Lettow-Berger. That’s because many officials are having a hard time working through the chaos themselves.

What chances does a Senegalese man have of getting asylum? Who issues work permits? What happens if a refugee has lost his passport? If Lettow-Berger can’t answer these questions, the Bavarian Refugee Council is there to assist her. If she needs information, she calls or emails them, or sometimes she finds the answer she needs in the newsletters sent around by other Bavarian volunteers in which they share their experiences. “Doing this, we are always encountering new problems – whether they are legal, human rights-related, political or psychological,” Lettow-Berger explains. "It's incredibly important that we are able to find reliable information, fast." Lettow-Berger also attends VOR ORT networking meetings and seminars covering everything there is to know about working with refugees. This goes from the nitty-gritty of asylum law to how to deal with becoming personally involved in the refugees' lives.

They sit and wait for her in silence

There are many obstacles for the refugees before they can obtain what they are legally entitled to. For example, a bath tub for the baby is a matter to be discussed with the landlord. But instead of waiting a week to file a complaint with the >

“The last thing to go through my mind at night is: what didn’t I get done?”

> council, she makes a quick detour at a local donation center run by the Red Cross. When she leaves again, her arms are full. She is carrying a child’s travel bed in one hand and pushing a stroller, with a yellow plastic tub on top of it, with the other. A hamam for Amir.

It’s almost noon, so it’s time to head back to the bookshop. A customer comes in looking for a good crime novel. Lettow-Berger recommends the author Fred Vargas. But most of the next visitors to the shop don't need books. Two Syrians, one Senegalese and an Eritrean need help. They sit and wait for her in silence. Behind them are fantastical books by literary luminaries such as Borges, Voltaire and Melville.

Lettow-Berger joins them at the table, puts on her glasses, crosses her legs and begins reading. The documents include a medical bill, a form from a healthcare provider, a residence permit and an application to extend social welfare benefits. She stops, then asks: “Do any of you know what ‘compensation for reduced income’ means?” The young men all laugh because none of them understand a word. As well as learning a little Arabic, Farsi, Pashtu, Dari and Tigrinya, Lettow-Berger has also picked up another language: German officialese. Afterwards, the men hug her. “She is our boss,” says one. When you start working with asylum seekers, the headlines about refugees become human. “Every refugee has a face and a name, like you and me,” Lettow-Berger notes. Many of the people on that council list have become her friends. Every day, a young Senegalese man stops by her store for tea on his way to and from his job at an old folks home, where he is paid just over a euro per hour. Another example is a Syrian who was being forced to move into a homeless shelter when he turned 18. Instead, he’s now renting a room in Lettow-Berger's home near the forest. When she takes him to vocational training in the morning, she also picks up three Syrian girls and drops them off at their school.

Moving toward professionalism in refugee work

Her husband comes by the shop near closing time to pick her up for dinner. He always tells his wife not to overdo it. Lettow-Berger admits she often feels overwhelmed: “When I go to bed at night, the last thing to go through my mind is: what didn’t I get done? And in the morning, the first thing is: what else can I do?”

Lettow-Berger will be passing on her bookstore to a new owner soon. That person will take over the store but not her work with the refugees. As a city council member, she wants to continue her work, but on a more political level. She also wants to better coordinate the volunteer work, as well as make it more professional. And she wants this so in the future, all the refugees in Kelheim are able to have a decent chance of really becoming part of the local community.

Julius Schophoff had trouble understanding the documents the refugees brought to the bookshop. For example, one medical insurer wanted to know if an asylum seeker's foot injury was to do with "a defect". Or at least that's what it looked like.

There’s little time to stop and take a break. Even Lettow-Berger admits the volunteer work can be overwhelming at times.

Photos: Julia Rotter (2) Illustration: C3 Visual Lab

:: Refugees have their say

More than 2,000 people participated in the Conference of Refugees and Migrants organized by refugees in Hamburg, Germany. The event was supported by a number of charitable organizations, including the Robert Bosch Stiftung.

The refugee conference, held at the end of February, was not attended by German migration and integration experts, but mainly by those directly affected by the crisis: the refugees themselves. Instead of delivering grand speeches, speakers at the conference shared their stories – stories of refuge, violence and war, escape, language barriers, and frustration with German bureaucracy and politics. There were also stories of living in freedom, mutual support, and belief in a better future. The participating refugees evinced a desire to speak about their situation, without resigning themselves to it, asking questions such as, "How can we network better with each other?," "What is life in Germany like?," and "What is the situation at the borders?"

"The conference was created as a neutral platform and demonstrated how refugees can join forces on a local, national, and international level," said Abimbola Odugbesan of Lampedusa in Hamburg, a group of African refugees that organized the conference. Their group received support from volunteers and the Kampnagel Performing Arts Center, which hosted the three-day conference. The conference was attended by refugees who have been living in Germany for a relatively long period of time as well as by those who recently arrived.

Participants took part in over 30 workshops and panel discussions that addressed a range of topics, including mental health, deaf refugees, unaccompanied minors, available language courses, and racism. "We need to help Germans explain the rules to refugees. What is sexism? What is German culture?" said Salah Mustafa, a member of Syrians Against Sexism. Mustafa manned one of the many information booths set up by various clubs and organizations at the event. Additional resources included roughly 800 overnight accommodations made available for attendees, including stays in host families' homes. Daycare services were also provided, and refugees were given access to personal legal counsel. Volunteers translated the panel discussions into eight languages.

"Our circumstances are similar – almost all of us fled from violence and war. Because of that, we need to speak with one another. We are facing the same problems," said Odugbesan. The 30-year-old serves as the spokesperson for Lampedusa in Hamburg. In Nigeria, he taught Sociology and English until he protested the pay gap and discrimination against women and had to flee the country. He says: "For example, 'new' refugees can learn from us 'old' ones how to join forces and become politically active."

Sherey, who hails from North Africa and attended the conference with her family, said: "As a refugee and a foreigner in this country, I found it a very positive experience to be welcomed to this conference and treated with so much respect." Odugbesan also spoke highly of the event: "We recognized that the conference served as an excellent platform for networking people with one another and allowing them to gain an overview of the situation in various different cities. This event was a powerful tool that helped us work together to come to terms with the European system and make our concerns known to politicians." The conference will be held again this coming fall – once again, refugees will not only be at the center of the discussion, but will also get to speak for themselves.

Photo: Zouhair Mahmoud

The refugee forum was held at Bellevue Palace, the German President's official residence.

::Settling into a new country

Integration is everyone's responsibility, from policymakers, who need to create favorable conditions, to schools, public bodies, police forces, and civil society. The German President and the Robert Bosch Stiftung held a forum on this topic

As many citizens as possible need to take part in the process in order to successfully include hundreds of thousands of people into German society. In early April, around 200 experts from all sectors of society discussed possible solutions to and perspectives on this subject at the Refugees in Germany: Enabling Integration – Strengthening Solidarity forum at Bellevue Palace. The forum covered a range of topics, from specific local challenges, to the Robert Bosch Expert Commission's recommendations, to the restructuring of refugee policies, to greater issues of societal solidarity. Panel discussion participants from public bodies shared their experiences with taking in and integrating refugees. School principal Gisela Schultebraucks-Burgkart spoke about the successful language and literacy courses offered for parents and siblings of students attending her school. Hussein Hamdan, the Islam Advisor for public bodies in Baden-Württemberg, Germany, advised citizens to do a better job of listening to refugees and acknowledging their potential. He also suggested that refugee families could work to strengthen communities "without having to sacrifice their identity or personal values." Henriette Reker, Cologne's mayor, explained how she reacts to citizens with misgivings about the new arrivals: "When I come across people with anti-refugee sentiments, I ask them point-blank what they're actually afraid of. Many of them have a more positive outlook after talking it through." At the event, participants discussed specific suggestions for successful integration in working groups on education and language acquisition, occupational training and the job market, cultural education and participation, urban development and housing, civic engagement, home security, and societal solidarity. The following pages include snapshots of the event.

Photos: Steffen Kugler, Max Lautenschläger (8) Illustration: Robert Bosch Stiftung

The German President in conversation with Sergeant Nariman Reinke.

A morning panel discussion with participants from public bodies, schools, police forces, and others.

The working groups addressed specific suggestions for integration – this one, held by Bilkay Öney, Baden-Württemberg's Minister of Integration until May 2016, covered urban development and housing.

Henriette Reker (left), Cologne's mayor, explains how she confronts anti-refugee sentiments.

"A sign of successful integration is that more people want to help shape society."

Uta-Micaela Dürig (left), CEO of the Robert Bosch Stiftung

Dr. Kurt W. Liedtke (left), Chairman of the Robert Bosch Stiftung's Board of Trustees, brought along ideas on cultural education and participation.

In conversation: Dr. Heike Kahl, CEO of the German Children and Youth Foundation (left), Dr. Rita Süssmuth, former President of the German Bundestag, Uta-Micaela Dürig, CEO of the Robert Bosch Stiftung (right).

:: Shaping coexistence

Societal solidarity in Germany is vital, says the country's President, Joachim Gauck. During his opening speech at the Refugees in Germany forum, he called for people to be integrated into the country as soon as possible.

Our country is changing, not quite overnight, but certainly on an unprecedented scale. People who are fleeing from armed conflicts and persecution, or who simply want to escape the economic hardship they had to endure in their own countries, have come to live among us, some on a temporary basis and others for good. [...]

Today we want to discuss how integration can succeed. For no matter what our stance is on the political issue, whether and how the flow of refugees should be limited: we have to help all those who have a good chance of being permitted to stay in Germany to find their place in our society. Many of them will make a new home here and build a new life, although some of them perhaps find it difficult to imagine that at the moment. [...]

For experience in many countries has shown that the integration process should begin immediately after arrival. I know that sounds very idealistic, but we should set ourselves big goals when faced with big tasks. The sooner people who will probably stay are able to learn the German language and work, the sooner people only in our country on a temporary basis are integrated into our society, the better it will be for all of us. Otherwise there is a danger that frustration and boredom will lead to violence and crime or that political and religious extremism will thrive. We must not allow conditions to develop which we later regret. [...] No No matter what the political solutions ultimately look like, integration policy will demand much of our society: it will take much energy, much commitment and probably also a lot of money. Nevertheless, I am certain that the effort and expenditure are a good investment in the future if they give the largest possible number of newcomers the opportunity to work and to earn their own living, thus enabling them to contribute to the welfare of society as a whole. However, integration cannot be shaped by the state alone. It is a process in which many, if possible everyone, should take part. What we need is impetus and initiatives from the bottom up, the engagement of civil society. Only if we work together can we – those whose German roots go back countless generations, people from migrant families and newcomers – gradually build a society in which everyone living in Germany feels accepted and represented. [...]

That means engaging with each other with empathy and interest. That means those who have always lived here or have been here for a long time taking newcomers by the hand and explaining our country to them. [...]

Those from families with a migrant background have a special role to play here. They can act as links between the worlds, bridge-builders between newcomers and native Germans. However, integration also means facing up to the all too familiar conflicts in our society of immigration, which have come into much sharper focus recently.

Migration, both voluntary and forced, provokes tensions. Often the fear of loss plays a role in this: the newcomers have left their homes behind, often also their families. In some cases, all their possessions fit into a rucksack. They feel like strangers in the new country, they fear they will lose their way of life. On the other hand, the native population, or at least a large portion of it, is concerned that familiar surroundings will change due to the influx of so many people from different cultures. [...]

Many people on both sides thus see the world they know in jeopardy. Paul Scheffer, the Dutch sociologist, hit the nail on the head: we must acknowledge these concerns. We must face up to conflicts, those of both a cultural and a social nature, and resolve them peacefully without stigmatising entire groups. Conflicts, ladies and gentlemen, are not a sign of failed integration – quite the opposite! [...]

The solid foundation on which we resolve our conflicts is our constitution. The Basic Law protects the fundamental rights and dignity of each and every individual. [...]

In Germany, everyone can live as they please within the parameters set by the constitution and laws. It is this openness which also enables people from other cultures and countries to feel at home here.
Our society is open to change, provided that such change is negotiated in a democratic process. That is its strength, particularly in times of great challenges. A society of

"Integration is a process in which many, and if possible everyone, should take part."

immigration is thus synonymous with a society of negotiation. We have already conducted many debates in Germany sparked by the desire for recognition, equal rights and ownership. The large number of people who have arrived in Germany is now provoking new debates. It is important that no one who sticks to the rules be excluded from the discourse. Only in this way can trust develop. [...]

We must not hesitate to speak up whenever we see that equal rights and respect for people who have different beliefs or faiths are being disrespected. Time and again, we must make clear that an open society has nothing to do with indifference. Every day, we can be self-confident role models for what characterizes our society, namely openness and mutual respect. We can open our eyes and ears and intervene when these values are disparaged – regardless by whom. However, the debate comes to an end whenever violence is involved or laws are broken. It is also clear that the laws apply to everyone who lives here, irrespective of where they come from and how long they have lived in our country. Cultural views that contravene the law cannot be tolerated. [...]

The spirit of citizenship is what connects us in Germany, regardless of whether someone is a citizen of this country. In the first instance, we are all that we can be together, namely citizens. Our cultural and religious beliefs are secondary to that. [...]

But as citizens, we work together to shape the coexistence of differences. We engage with one another, show consideration and assume responsibility. We get involved in the workplace, clubs, associations, initiatives or political parties. We know that democracy, freedom and tolerance cannot be taken for granted, but must be learned, lived and sometimes even fought for, time and again.
Integration, ladies and gentlemen, is successful when as many individuals as possible from different backgrounds take part as equals in public life. That is why our aim must be to support as many as possible of these newcomers who want to stay and have a right to do so in becoming citizens, perhaps even German citizens. This will not happen overnight, we all know that. We will need patience and perseverance. And we need role models – people like you here in this room.
I would like to take this opportunity to express my heartfelt thanks to all of you, both voluntary and professional helpers, who have been working so hard for months on this difficult matter. [...]

Let me say the following to all newcomers who want to stay here and are allowed to do so: this country gives you the chance to build an independent life. This society can also become your society. Get involved – and let us join forces to shape the future! [...]

Our country is strong and stable, even if, at present, there is increasing polarization and the tone of political debates has become harsher, indeed often harsher than necessary to solve the problems. Let there be no doubt: neither the state nor society at large will tolerate some individuals becoming hatemongers.
In the words of the historian Ulrich Herbert, Germany has become "a state that is liberal to its very genes". We all fervently want to believe that now! Its system of law and freedom, as well as its culture, appeal to people all over the world. I am certain that none of this will be lost. Even if Germany changes, it will remain true to itself. So let us not succumb to fear. We can add a further chapter to our republic's success story. We can create a society in which it does not matter where a person comes from, but rather what they are and where they are headed. [...]"

German President Joachim Gauck gives his opening address, in April 2016, at Bellevue Palace, Berlin.

Photo: Max Lautenschläger

The end of an intense day: a panel discussion in Bellevue Palace. Two hundred guests have just finished discussing concrete suggestions for achieving successful integration in important areas such as education, employment, living, housing, and culture.

:: What holds our society toge

It becomes more and more important to establish rules for everyone to play by, as a society becomes increasingly diverse. But which values unite us? Excerpts from the concluding discussion of the Refugees in Germany forum.

The media in Germany is among the most independent and diverse, and quite frankly among the best I've encountered in the world. Nevertheless, many media outlets cut a less than favorable figure during the refugee crisis. Too often, we succumb to the temptation to play the part of protagonists and co-creators in the crisis, rather than taking a level-headed approach. Mistrust has arisen as a result. [...]

The answer to the question what holds societies together is: rules that apply to everyone. And this is especially true when our society is faced with pressure from immigration. As a society grows increasingly multilayered, it becomes more and more important to observe the rules and obey the laws. This includes the separation of church and state. Gender equality, compulsory education, and freedom of speech are some of society's greatest accomplishments. We have to unite behind these principles and react to deviations from them. For a tolerant state is not an indifferent state. When people begin to get the feeling that none of it makes a difference, the end result is that they stop believing in this community.

Giovanni di Lorenzo
ZEIT Editor-in-Chief

Photos: Max Lautenschläger

When it's a question of values, then we're dealing with something that affects people emotionally. It's not simply an exchange of opinions, but rather deep-seated, traditional ties that bind people together. [...]
Furthermore, social cohesion sometimes succeeds or fails for reasons that have nothing to do with values, for example, increased prosperity. Opportunities to participate in politics are particularly important where people's attitudes are concerned. To put it another way, when I participate in something, do I get the subjective impression that something is actually changing? And do I have the feeling that justice is being served in a society? [...]
At the same time, we also have to sit up and take note when a large number of people in today's Germany have the feeling that their desire to participate isn't being realized, or that decisions are being made at a level over which they have no control, for example, at an EU level. This can ultimately cause them to give up on certain forms of engagement. [...]

Prof. Hans Joas
Sociologist, Humboldt University of Berlin

This may sound surprising, but in the short term we have to work to give Islam more weight in this secular society. And that doesn't mean Islamizing voices in society, but rather entrusting Muslims with the responsibility of making an even greater contribution to shaping this society on the basis of the German constitution. We need Muslims to tell us what role Islam has at present in light of the current influx of refugees. [...]
But we also need a long-term, sustainable strategy, the kind that Germany is already pursuing in an exemplary way. We need to establish Islamic theology at German universities. This may not sound particularly sexy, but it bears fruit. I have 700 young students who discuss Kant with me and debate proofs of the existence of God, yet they also read the Koran and are learning Arabic. This is wonderful, and it's the future.

Dr. Milad Karimi
Deputy Head of the Center for Islamic Theology, Münster

ther in its heart of hearts?

People used to assume that social cohesion could only arise as a result of some type of homogeneity. It was necessary for people to have the same religion, ethnicity, and so on. This idea is untenable, even though there can certainly be no doubt that a homogeneous society makes a lot of things easier. However, modern societies are heterogeneous and differentiated. One has to deal with people from different backgrounds and with different interests and migration histories. [...]
People consent to the fundamental principles of a commonwealth because they are convinced that the general order will serve their interests as well. Anyone seeking recognition and opportunities will have no difficulty accepting the principles of this commonwealth and integrating into society. Those who feel marginalized, and believe that they and even their children have no chance, will find these principles difficult to accept. And that's why education plays a central role in helping people accept the values we are right to cherish – education that creates prospects for the future. [...]

Prof. Gertrude Lübbe-Wolff
Former judge on the German constitutional court

Constitutional democracy is a value-based democracy. Once we realize this, we begin to understand that there is something capable of connecting us that has nothing to do with our agreements and legal regulations. And I would ask that we search for that something together. Those who work to build a humane society on a foundation of solidarity and respect for their fellow human beings will not fail to find it. And if a meeting like this can contribute to such a search, then it has all been time well spent. So, let's keep going and work on problems that have yet to be solved, such as how we can work together even more closely and what it is that connects us together. [...]

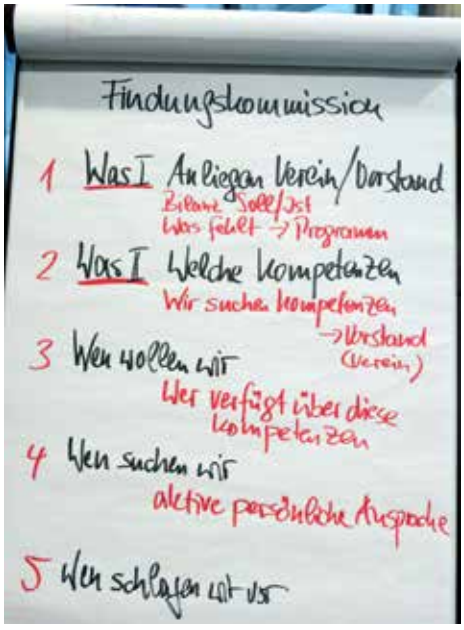
Joachim Gauck
Federal President

Jan Constantin Backes (left) is a good speaker – and a fast one, at that. He enjoys his job as chairman.

:: Join the club

Clubs play an important role in society: They create communities. But these days, fewer people are volunteering to take on leadership roles. The program Civic Engagement Requires Leadership offers valuable tips and support.

By Alexandra Wolters



Workshop notes: Steps for finding a successor in a club.

Heads are bowed, and there is absolute silence. You could be forgiven for thinking that someone had committed a grievous faux pas. In fact, though, the question hanging in the air was: "Who will handle the job of assistant cash auditor?" The question was posed by Jan Constantin Backes, first chairman of the Ems-Casino Blau-Gold Greven dance club, at their annual general meeting. It was directed at the 15 members of the club who, this evening, are sitting across from the five-person management board in the large ballroom. "I'll make you coffee!" says treasurer Charlotte Brocks-Drechsler in an attempt to make the job of spot-checking the club's accounts more palatable. It would take about half a day per year. "I nominate Erwin; he's retired, after all," someone calls from the back row of seats. Erwin folds his arms and leans back. "You always do the audit on a Saturday. I can't do Saturdays." Maria, the next one nominated, isn't interested. What about Uschi? "Sure, OK, I'll do it," she says.

29-year-old Backes takes a deep breath and quickly asks the group: "All in favor, all against, all abstaining?" The assistant cash auditor is unanimously elected. The reelection of the current management board is also unanimous. The people filling the volunteer positions are running unopposed. None of the more than 200 members of the dance club are fall-

Typical annual general meeting: No one volunteers to take the minutes.

ing over themselves to handle jobs like organizing the club's schedule, representation, or accounting.

Many shy away from holding office in clubs

This dance club is not an isolated example. Throughout Germany, fewer members of clubs are volunteering for leadership roles; nearly all clubs complain of difficulties in filling the positions on their managing boards. At first glance, Germany's clubs seem to be in good shape – the number of clubs in the country has increased nearly sevenfold since 1960. They bring together people with similar interests to pursue a common goal, whether that's sports and recreation, culture, politics, education, or even social welfare or environmental protection. The services clubs offer and the tasks they require fill an important role in society. They make solidarity a tangible thing and give people a feeling of belonging. Statistically speaking, Germany has approximately as many club members as residents. For now, anyway. In recent years, many clubs have complained of dwindling membership, aging members, and a lack of financial resources. And an even more drastic problem for nearly all clubs is the fact that it is nearly impossible for them to find people willing to serve as chairpersons, cash auditors, or secretaries. "Lack of time, the job's too difficult, fear of being overwhelmed, fear of responsibility," are the reasons people most commonly mentioned when asked why they shy away from taking on an official role within a club.

Members say they don't want to take on responsibility due to lack of time and fear of being overwhelmed

In order to support clubs in finding board members and help volunteers earn qualifications, the Robert Bosch Stiftung launched the program Engagement Needs Leadership in 2011. It includes events for volunteer board members on subjects such as communication, conflict management, and strategies for finding successors. "The workshops and forums on the laws governing official clubs in Germany are in high demand," says Ulrike Penselin, who is responsible for >

Photos: Marcus Simaitis (3)

A dancer fluffs the nap on his suede shoes before hitting the dance floor.

> implementing the program in Greven, in Germany's Westphalia region. In her experience, many club members don't feel comfortable applying for positions on a managing board because they lack the necessary expertise and are nervous about the responsibility involved. "We try to provide people with the knowledge they need, give the clubs a chance to exchange ideas, and consequently give the volunteers more confidence with our qualification programs."

Jan Backes has participated in several of the Engagement Needs Leadership events. As a legal intern, he was particularly interested in the laws governing clubs. "That's a topic that's never really covered in law school," laments Backes, who is still a law student and is preparing for his second state exam. The day after the annual general meeting, he sits in the club's kitchenette, organizing some documents from the seminar about grants. He glances at the schedule for the two ballrooms in the enormous Turnverein Eintracht Greven sports complex. Group sessions for Latin dance are about to start; the music is already playing. Doris Day is warbling from the speakers, and the first couples are fluffing the nap on the suede soles of their dancing shoes with small wire brushes. "Most of the people in our club just enjoy being members; they love to dance together and celebrate our victories at competitions," Backes says.

Backes himself was just a regular dancer and member until four years ago. Then the position of first chairman opened up, and he started to think: "The club is really important to me; I know most of the members and all the instructors, and

Is the music system working, are the parquet floors alright? The boss handles the big issues

Backes (left) leads his partner on the dance floor as a sure-footed dancer. As chairman, he keeps the whole club going.

Ready to Lead
Support for club chairpersons

Clubs are an important pillar of our civil society; they bring together people with similar interests and shared goals. Nearly 80 percent of the approximately 580,000 clubs in Germany are managed entirely by volunteers. However, it is becoming increasingly difficult to find volunteers to serve on the clubs' managing boards. The Robert Bosch Stiftung is supporting clubs in the process of acquiring and training volunteer board members with its Civic Engagement Requires Leadership program. The foundation offers workshops and conferences, networks, and referral services, among other things, at 26 locations in Baden-Württemberg, Hesse, and North Rhine-Westphalia.

http://www.bosch-stiftung.de/ebl

maybe there are some things I could improve." Backes talked to the previous chairman about his work, decided he could handle the job, and took on a position of responsibility in his club. He now spends between two and four hours a week dealing with issues like ballroom scheduling, public relations, and agreements with instructors.

Then Backes trades in his button-down shirt and jacket for a fitted t-shirt and loose pants. Before the first couples line up in front of the long mirrored wall to warm up, Backes – now in full dancer mode – heads over to Rolf Laubert, the instructor for the Latin dance group. Is the music system working, are the parquet floors OK? The chairman regularly asks the instructors and the dancers to share any problems or requests with him. "I really like to talk, even in front of an audience, but I can also listen just as well," says Backes, who describes himself as ambitious, open, and honest. These strengths have often been helpful during his tenure on the managing board. Kicking off a dance competition, awarding medals – those are enjoyable moments for the chairman of a club. But Backes had less fun last year when he had to fire an instructor because the club members weren't satisfied with her work.

Taking on responsibility, making decisions and living with the consequences, not being afraid to make mistakes, and being authoritative – those are all things that Backes learned during the past year in the club. He can't understand why more young people don't want to get involved in club management. "You can gain incredible experience for your career here, without serious pressure."

You need your bag of tricks sometimes

When it was time to elect Backes' deputy, the young lawyer fell back on advice he'd received during a workshop on finding successors. Before the annual general meeting, he fixed his eyes on one of his fellow dancers as a potential vice chair, shared his thoughts, and tried to motivate him: "You would be a real asset to our team, and you'd do a fantastic job." His plan worked; Backes didn't have to beg and plead. When no one volunteers to take the minutes at this year's meeting, Backes throws strategy to the wind and reaches into his bag of tricks. "Who arrived last? Anna-Katharina? Then you'll take notes." Sometimes, a chairman just has to lay down the law so that the other members of the club can concentrate on doing what they love to do together.

Alexandra Wolters is a member of three clubs herself, but is not on the managing board of any of them. She would help out, if necessary – just not with press relations. The journalist would prefer to try something new.

Photos: Marcus Simaitis (2) Illustration: C3 Visual Lab

Every morning, school social worker Jörg Baader greets every student personally, at the doors of the school.

:: How to lighten a school bag filled with worries

Schools help young people find their place in society. Yet many schools must do this while operating in difficult social environments. These institutions have an even greater responsibility when it comes to ensuring their students get equal opportunities. And that's where the School Turnaround project helps.

By Eva Wolfangel

Eye to eye: Principal Sandra Kozelnik talks with students during an English lesson.

They're haggling over seconds. "Can I still go in? It only just rang," says a skinny kid from under a hoodie. "Please!" In a burst of effort, he manages to clear the last few steps to the large entrance door of Berlin's Gustav Langenscheidt School, where school social worker, Jörg Baader, is standing. The boy hurls himself towards the narrowing crack of the door. Baader pulls the door slowly open once again and says in a friendly voice, "good morning, Omar". The boy stops just inside, tugs his hoodie away from his face and casts a shy, surprised glance at the imposing man in hiking boots and outdoor jacket. "Good morning, Mr. Baader!" And off he dashes. "Omar," Baader calls after him, stopping him dead in his tracks yet again. "Next time promise to leave one minute earlier. Just one minute. You'll make it on time that way."

The two girls who turn up next are not quite so lucky. The door to the school is closed. Baader stands in front of it and greets them in the same friendly voice, "Good morning, Mia and Melli." "May we still go in?" "No, you're too late, we'll have to wait here. What happened this morning?" The girls rub their eyes. "I don't know. We're too late for some reason."

75 percent of pupils come from a household with welfare recipients

But Baader sticks to his guns. "Didn't the alarm go off? Didn't anyone wake you?" Like a detective, he tries to figure out what went wrong.

Around three-quarters of the students at this school come from households headed by social welfare recipients. This bureaucratic term evokes the cliché of parents who seldom get up in the morning themselves because they have no job to go to. But that is only one factor. A second, trickier factor to consider, is that many students live far from the school, sometimes traveling from more than an hour away. They didn't get into the schools they wanted to, nearer their own homes. Gustav Langenscheidt has a bad reputation among many of the neighborhood's parents, so there are fewer applicants and more spare spots. A combination >

Photos: Sascha Montag / Zeitenspiegel (3)

Mia and Melli are late to class, so, while waiting, they do schoolwork with school social worker Jörg Baader.

> of things has led to Gustav Langenscheidt's bad reviews, and not just among local parents. This includes high rates of principal turnover, other more popular schools nearby that recruit the best local students, and a large number of students who come from lower income, educationally deprived families. Yet it is exactly these kinds of kids that need the best educational framework possible. Often for those coming from less privileged backgrounds, school plays an even more important role in deciding their futures; it is the place that provides them real opportunities for education and equal participation in society.

This kind of situation looks even more challenging when it becomes clear that some schools are no longer able to properly support their pupils, and that, in fact, they are being pushed to their limits. Many reasons might lead to this. There could be a high number of teachers on sick leave; a higher rate of truancy among students, fewer students may want to attend that particular school or they might be getting consistently bad marks; maybe the school buildings are in disrepair. Still, the teachers at these schools want to give their pupils the best chance they can. So to develop and strengthen the capacity of these schools to reach their turnaround point, the Robert Bosch Stiftung, working together with the Berlin Senate Department for Education, launched the School Turnaround project. The project's mission involves connecting process consultants with teaching and administrative staff and then helping them achieve the changes they want.

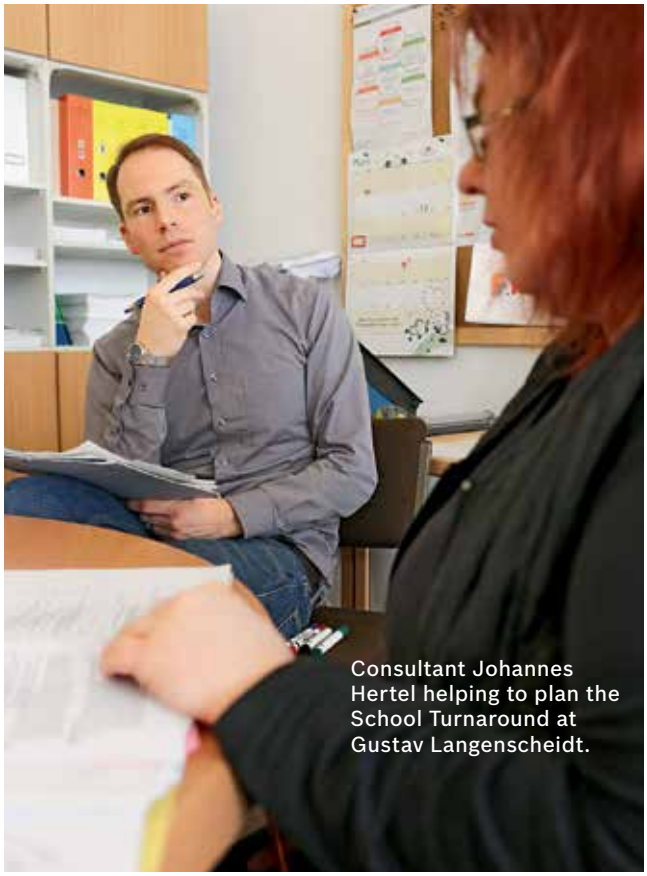
One of the schools under pressure is Gustav Langenscheidt, where Baader spends his mornings catching up with latecomers. Punctuality is a small, but important, milestone on the school's road to change. So Baader sees it as a major triumph that many students now run the last few yards to school. "They've developed a respect for rules," he explains.

"School is often the only educational resource for these pupils."

Learning of all kinds, even in the school cafeteria, where students regularly help out.

Here's how he sees it: Most students here carry a backpack full of worries around. It has been weighing them down since elementary school and it keeps them from getting into more popular schools. With a backpack like this, it's even harder to climb a mountain. This is why it's sometimes tough for children coming here to even get the basics right: Just getting there at all, getting there on time, and preferably with breakfast in their bellies.

While Baader works on those basics, the school's Principal, Sandra Kozelnik, and Vice-Principal, Kai Wolburg, sit in an office with Johannes Hertel, a consultant from the School Turnaround project; Hertel, a teacher himself, is an experienced consultant, specialized in supporting schools in their school development processes. The trio are contemplating a single sentence: "Key objective: To support every student according to his or her individual needs". These individual requirements are the main focus of the School Turnaround project at Gustav Langenscheidt. The parental outreach Baader is doing just one floor below this office is a first step toward achieving this objective. As Hertel explains, "this is where careers start." Or not – whoever doesn't come to school can't learn. Or, as Hertel puts it, "school is often the only educational resource for these pupils."



Consultant Johannes Hertel helping to plan the School Turnaround at Gustav Langenscheidt.

Photos: Sascha Montag / Zeitenspiegel (3)

As Christian Blume of the Berlin Senate explains: "Schools in deprived areas have a greater responsibility because they are often the only institutions in the lives of these children that give them access to education." Consequently, these are the schools in need of the support provided by School Turnaround. But it wasn't always easy. At first, the cooperation between Berlin's Senate Department for Education and the Robert Bosch Stiftung faced some resistance. In the meantime though, all parties involved in the program have come to realize that everyone involved can benefit. Wolburg doesn't hide the fact that the Turnaround project at first was not appreciated by everyone at the school. The fact that some Berlin media said the project would be working with "the worst schools" in the city did not help either. Nor did the fact that there was a plan to replace Kozelnik, who had been doing the administrative job provisionally for years.

Yes, it's certainly true that people were skeptical, Hannelore Trageser, project director of School Turnaround, confirms. After all, experience and academic research has shown that a school seldom changes fundamentally when the new principal comes from within the faculty. "Old structures are often perpetuated," Trageser notes. But sometimes it works out. And today, Trageser points to the achievements at Gustav Langenscheidt: Unexcused absences and tardiness have dropped by 60 percent and 35 percent respectively over a short time. For the second phase of the project, the school has set itself "ambitious goals," she says proudly. The teachers have agreed to participate in lesson observations. Teachers willing to show each other their cards truly are a rare breed. Trageser concludes, "Anyone willing to go along with this must really want to change something." >

Strengthening schools and students – School Turnaround

The Robert Bosch Stiftung cooperates with the Berlin Senate Department for Education, Youth, and Science to help ten primary and secondary schools in Berlin change for the better. The goal is to restore these schools to become places where students learn gladly and successfully. The interim results have been very promising. New teaching concepts have been developed, principals and leadership teams were partially replaced or reorganized and the cooperation between the superintendents and the districts has been strengthened. But the focus is always on the students and their achievements, which is why all of the School Turnaround project's schools focus on teaching.

www.bosch-stiftung.de/school_turnaround

Sandra Kozelnik won't quit – she often stays late to make plans for the turnaround, in which everyone will play a part

> Of course, Kozelnik wants to protect her staff at the same time. She wants everyone to feel good and to be able to have a say. Does it cause problems? "Teacher surveys show that the teachers are very satisfied in their work," says Hertel. "There is a lot of input and participation here." This is fuel for positive motivation. Hertel stands next to Kozelnik's bulletin board, where a postcard is pinned. Its message: "Fall down, get up, keep going". Kozelnik doesn't plan to quit. She often stays here until late at night, planning her school's turnaround and everyone's participation in it.

During a break, the principal stands in the middle of the cafeteria. The noise, the bustle, everything seems to bounce off her. She has the look of a mother who is happily surprised by the progress her own children have made. "Why are you wearing a cap?" she asks a teenage boy behind the counter, when she finally reaches it. "Because it looks good," he says bashfully. On the cap is a hero from a video game: A figure two meters tall who can teleport himself. "Can I keep it on, please? Just during the lunch break?" Kozelnik nods and smiles, understanding.

At the end of the school day, the boy with the cap helps Baader clean the kitchen. Just like the cartoon hero on his hat, this student sometimes needs to teleport. As Baader explains, when some kids "just can't deal with lessons anymore", they may help in the canteen. "They learn there too and it is a positive experience," he explains. It's better than being told they are disturbing. That's something else School Turnaround wants to encourage: helping teachers to get a different perspective on their own students.

Sandra Kozelnik's school day ends with finalizing plans for teacher training. But as she says goodbye to Hertel, it is clear that something is worrying her: How can we rid ourselves of this bad reputation? "Every year the newspapers say that we're one of the worst schools in Berlin," she notes. It's a vicious circle. "Often, it's not the big questions that lead to the goal, but the small ones," Hertel replies, his words reminiscent of Beppo, the street cleaner from the fantasy novel, Momo, who talks about how to sweep a long, apparently never ending road: You must only concentrate on the next step, the next breath, the next stroke of the broom, Beppo says, and the next.

Eva Wolfangel has come to the conclusion that only the best schools can afford poor teaching practices. She knows from her own experience just how boring classes at a school like that can be. So, as a journalist, she decided one should not just focus only on tangible facts and figures, like student numbers and diplomas gained. What really counts at school is only found when one takes a proper look behind the scenes.

Photos: Sascha Montag / Zeitenspiegel Illustration: C3 Visual Lab

Practical education: Students work with a social worker to bake snacks for the next break.

:: Racist attitudes reach right into mainstream society

As part of the Strong Teachers, Strong Students project, educators are advised on how best to react to xenophobic arguments or prejudice. In an interview, project head and workshop leader, Rico Behrens, explains the biggest challenges and outlines the areas on which teachers to become strengthened.

:: How should teachers react to right-wing statements by students?
Rico Behrens: First of all, they have to recognize them. Many teachers have a problem recognizing the signals in the first place, and taking them seriously. We work to help them become aware of certain types of language. For example, when refugees are consistently referred to as immigrants and are mentioned only in a derogatory context, teachers should take note.

:: Should teachers react to every statement?
Rico Behrens: They should do their best not to ignore anything. This is far from easy, because of course there's the question of how often one needs to deal with one particular student. Prejudices are sometimes exposed during class. It's important not to make a habit of ignoring them.

:: Why do teachers tend to ignore things like this?
Rico Behrens: Teachers often have difficultly introducing good counter-arguments that suit the situation. We help them become capable of discussing the issues. Quite a few people in Saxony believe, for example, that refugees "are cashing in on the big bucks." All it takes to show the true situation is a photo of a reception center – there's a bed, table, chair, and locker. But a teacher has to know this in the first place.

:: So you're teaching them arguments?
Rico Behrens: It's not just about arguments. It's also about their own behavior. How will I meet the challenge? Questions around the limits of Germany's ability to accept refugees is a controversial question for the whole society. But where is the line between legitimate discussion and racism? When should a teacher decide that he or she is not going to discuss a certain subject? Fundamental human rights and democratic values should not be called into question. For example, if a student denies that the Holocaust took place, the teacher has to intervene. But in other cases, one should go easy on the moralizing because it doesn't go down well with students.

:: So what's the best way to react?
Rico Behrens: We pursue a strategy that is both open and subversive. We call the arguments into question, asking things like, "so have you experienced this personally?" Often the students are only parroting something. Another tactic is to shake certainties and expose contradictions, such as: You're a nationalist, but your clothes were produced in China? The goal here is to show that their views aren't all that consistent. At the same time, communicate with students on an equal footing. Make it clear that you accept your opponent as a person, but that you reject cavalier discrimination.

:: What are many teachers still unaware of?
Rico Behrens: An understanding of the fact that we are dealing with a phenomenon where the underlying attitudes reach all the way into mainstream society: Chauvinism, racism, antisemitism. Even people who would never vote for the far-right National Democratic Party [in Germany] have opinions that devalue others. Sometimes the sensitivity is simply lacking. Saying that they're just concerned citizens isn't really helpful in cases like this. Everyday education offers a chance to counteract those misanthropic ideas. Those ideas don't just belong to people who join right-wing extremist groups.

Challenge for teachers: dealing with racism.

Photos: gettyimages (Thomas Barwick)

Rico Behrens is a professor of political education and social studies at the Catholic University of Eichstätt. As project leader at the Dresden University of Technology, he developed Stronger Teachers, Stronger Students working with the Robert Bosch Stiftung and Saxony's Ministry of Culture.

:: What connects people on the playing field also connects society

A by-product of the Learning in Stadium project: lessons about democracy.

Just to be able to sit in the locker room with a young soccer star from a major club and ask everything you always wanted to know: that's a dream for so many children and teenagers. Since 2010, the Robert Bosch Stiftung has supported the Learning in Stadium project, which makes that dream a reality, with overwhelmingly positive side effects. Working together with fans' organizations from 12 soccer clubs, the foundation has organized multi-day workshops where young people meet at stadiums and discuss not only racism, violence, and discrimination, but also their own personal rights and opportunities.

The project is underway in Dortmund, Bochum, Bremen, Berlin, Bielefeld, Gelsenkirchen, Frankfurt, Dresden, Rostock, Nuremberg and Braunschweig and is now starting up in Stuttgart. In locker rooms and stadiums, the young people get to discuss their values with the soccer players. They also learn about the daily life of a professional athlete and about how important it is to succeed in school. And they develop their own "game plan" by defining and discussing their personal goals.

That's the project's trick. It uses the English model of a Study Support Center, where the target group is mainly seventh- to tenth-grade students from secondary schools who claim to be uninterested in politics, but who tend to be very interested in soccer. Almost in passing, they find out that the values required for success on the playing field are equally important for successful coexistence in contemporary society. Among other things, they hear about a set of rules that everyone observes and that do not discriminate against anyone, regardless of religion or skin color. They learn about democratic values almost by accident and at the same time, experience firsthand how exciting politics can be.

Dortmund fans get involved in the project.

An academic evaluation of the project has shown that the unique locations help participants open up to the program and motivate them to learn. The participants themselves are often also surprised. As they leave the stadium, they make statements such as, "I was really surprised that the subject interested me," or "I realized that politics is something that affects me too."

:: Diversity is the norm

Dialog Sets Precedents helps students reflect on their identity.

What values do I have, and what role should they play in my life? These important questions are part of growing up for everyone. And, for the children of migrant families, an extra dimension is added: Should I adhere to the values of my parents and of my native country? Or those of this "foreign" country and of my peer group? They often feel torn (see interview), and this can lead to anything from dissatisfaction to violence. This is where the project, Dialog Sets Precedents, a project funded by the Robert Bosch Stiftung, enters the picture. During courses at

The project's focus: How students can best seek, and define, their own personal values.

Moderators like Siamak Ahmadi (center) will accompany students for two to three years.

schools, that take the form of working groups, students learn to see different points of view, to empathize with others, and to express themselves and their views.

In 2013, Siamak Ahmadi and Hassan Asfour founded a non-profit organization called Dialog Sets Precedents as a result of the project. And they know what they're talking about – both come from immigrant families. "I was excited by the idea of creating a safe space in schools where questions concerning identity could be reflected on," Asfour says. "I used to long for a space like that back when I was a student." The dialog moderators monitor groups of students for periods of two to three years and train additional moderators. Their goals are ambitious. By 2020, they want a thousand moderators monitoring more than 20,000 students annually. They also want to cooperate with universities to make the knowledge they've gained during the courses available for teacher training. Or, as Ahmadi puts it: "We want to make a contribution that will prepare the teachers of tomorrow for the fact that diversity is the new normal."

Photos: Theodor Barth, Kathrin Harms

"Values must be tested in conflict situations."

Haci-Halil Uslucan is a professor of integration studies at the University of Duisburg-Essen and a consultant for the Robert Bosch Stiftung. He explains why it's not logical to expect migrants to "learn" German values.

What is the biggest difference between the value systems of migrants and Germans?
Prof. Uslucan: In a study on the differences between how Germans, Turks and Turkish immigrants understand values, we found that there were values that were of equal importance in all cultures: Freedom, the importance of friendship and the certainty that those one holds dear are fine. The major differences existed when it came to the importance of religion. This was far more important to Turks than to Germans. Additionally, tradition was far more important to this group than to the Germans. In fact, Germans prefer not to be like their parents. Their life plan is often characterized by authenticity, independence, individualism, and it is clearly defined.

How do such differences arise?
Prof. Uslucan: Worldwide research into immigration shows that the values are passed on in a more intense way in migration contexts, than at home. This means that even when people have already lived in Germany for a long time, they have a need to connect with their identity and cultural heritage. In minority situations, people defend themselves against an overwhelmingly powerful majority. One result of this phenomenon is that values shift much more quickly in Turkey, than among Germans with Turkish roots living in Germany.

Recently, people have been calling for courses to be held for new immigrants, with the goal of teaching them European or Western values. What is your take on these suggestions?
Prof. Uslucan: A requirement that says, "now they have to adopt and comply with our values," strikes me as absurd. Values cannot be adopted like that. They're not a catalog you can read through, learn by heart, internalize and translate into everyday life. Values must be experienced; they have to be tested in conflict situations, where contradictions arise. This is not something that happens overnight because the process also impacts on a person's emotions. Values are more than just cognitive knowledge; they are part of the overall identity of any human being.

:: By the bedside with a Koran and a Bible

Around 4.5 million Muslims live in Germany. In hospital though, they may well be left all alone. At the Ingolstadt medical center, a new co-religious volunteer visitor service aims to change that.

By Isabel Stettin

Fotos: Christoph Püschner / Zeitenspiegel (3)

As he goes through the corridor, past the cafeteria, at the Ingolstadt medical center, Hakan Sirt can already tell the difference. The aroma of coffee mixed with the smell of strong disinfectant. Snatches of conversation seeping out of one of the rooms. “In a hospital in Turkey there would be so much more going on,” he says. “If everyone down at the mosque found out that Ahmed was in hospital, you would get about 50 people all saying: I’ll come with you.” Visiting the sick is part of a good Muslim’s religious obligation. Sometimes it’s not just friends and relatives coming to visit but complete strangers too. “The more visitors you have, the greater the honor,” Sirt notes.

Now Sirt heads for an unremarkable meeting room. Over the next two hours, he will teach volunteers who want to train for the center’s patient visitor service. Every week, eight Christian and five Muslim participants meet here for the first mixed-religions course. “We desperately need Turkish and Arabic-speaking volunteers,” Sirt says. Together with the Christian minister here, he helped choose suitable volunteers from the Muslim community in Ingolstadt.

Many Muslims would rather seek advice about everyday matters like health, work or school from their religious community than local officials. To improve contacts between the officials and local religious groups, the Goethe Institute is cooperating with the Robert Bosch Stiftung to support a variety of projects and people from Muslim communities in Hamburg, Essen, Mannheim, Hamm and Ingolstadt.

Avoiding illness – and misunderstandings

The Ingolstadt medical center wants to provide the best possible service to its Muslim patients. Staff have turned one of

Hakan Sirt trains Muslim volunteers for visitor services.

How does one help patients from different religions? Volunteers discuss.

Reading verses from the Koran can be soothing for a Muslim patient in distress. “It’s melodic,” Sirt explains.

the examination rooms into a prayer room, facing Mecca. But there have been challenges. On one occasion, dozens of visitors all wanted to see a seriously ill fellow believer in intensive care. Doctors, nurses and other staff didn’t have room to work properly and other patients became annoyed and upset. Finally the police and hospital security had to be called in. Sirt is sure that if a Muslim cleric had been available to explain the situation to the visitors in their own language, then, in cases like this, the chaos, upset and misunderstandings could easily have been avoided.

Sirt is 42 years old, a burly chap who still boasts a tan and a relaxed attitude from a recent family holiday in Antalya. He teaches Islamic theology at six schools here and helps develop lesson plans on the subject for the state of Bavaria. As a state-appointed representative promoting Christian-Muslim dialog, Sirt first began talking about an Islamic ministry at the>

Muslims tend to express their grief more emotionally than Germans – bearing pain silently is not considered a virtue

The Christian and Muslim volunteers learn together how best to deal with patients in a crisis situation.

> hospital with hospital staff, with the state and with about 30 members of the local Muslim community, back in 2014.

Two years later and the mission is closer to being accomplished. Smiling, Sirt greets the clinic's Protestant minister, Petra Kringel , and it's Catholic pastoral worker, Stefan Funk. As full time clerics here, they lead the training together. Both of them have also worked with the Muslim patients here for a long time, although many of them decline their offers of spiritual aid. Kringel completely understands that. She remembers an elderly Muslim woman who was on the verge of death, alone in the emergency room. And how she herself felt totally helpless. "What kind of prayer should I be saying in such a moment?" Then she had an idea – the woman was also a mother, like Kringel. So she sang the woman a lullaby. Afterwards, she said a prayer in silence.

Volunteers are affected by their work

This is the seventh of 16 sessions for the volunteers who will eventually work in visitor services at the Ingolstadt medical center. The focus of this session is how to support the patients and their relatives at a time of crisis, after an accident, a shocking diagnosis or where there's been a death.
Hakan Sirt places the Koran on the table in front of him along with prayer beads and brightly colored palls to cover a coffin. Then he talks about the first time he went into a house in mourning in Istanbul. "You know it is a house in mourning because of all the shoes left at the door. And you can hear something in the distance," he says, his voice softening. "Very likely you will also meet the professional mourners, the women who sing and cry, in order to send the sadness away." Muslims tend to express their grief more emotionally than Germans. Bearing the pain silently is not considered a virtue.
Then Sirt describes the most important rituals after death. "When a Muslim dies lying down, his face is turned toward Mecca: south east," he says, holding up a perfume bottle. "He is given a sip of holy water – or at least someone wets his lips with it." A lot of mourners will appreciate it if somebody reads verses from the Koran. "It's melodic," Sirt notes. "And in emergencies, there are DVDs," he tells the Christian participants.

After the theory has been taught, the volunteers spread out around the patient's rooms. With only an hour, the Muslim visitor services volunteers can't make it to see every patient that would appreciate some comforting words this week. One of the volunteers returns with tears in her eyes. Her colleague, Abdelali Bouabid, thinks it's absolutely fine that the volunteers should be affected by the work. "If we just go blah-blah-blah, then return home and forget it all, that would be bad," he says. The 56-year-old Morrocan first came to Ger-

Islamic communities as municipal stakeholders

At one time, many Muslim migrants returned home once they retired. However today many are staying in Germany as they get older – they just feel at home here. Of course this brings new social challenges. Among other things, these old folks want spiritual support at the hospital. The Ingolstadt initiative is part of the project, Islamic Communities as Municipal Stakeholders. The project sees the Robert Bosch Stiftung working together with the Goethe Institute to connect Islamic communities with municipalities, to train volunteers, and to support and create projects together in different, relevant areas.

www.bosch-stiftung.de/islamische_gemeinden

Photos: Christoph Püschner / Zeitenspiegel (3) Illustration: C3 Visual Lab

Minister Petra Kringel (right) speaks to participants about her experiences with patients.

It's emotional, but one should not just forget it: Hakan Sirt and the volunteers are there for the patients.

The Muslim patient had no family to undertake an important ritual – washing the corpse – so Sirt did it

many as a student and ended up staying. "I see it as a duty to help, and not just for me," he says, "but for all of us, Muslims and Arabs." He too was a patient here once and therefore he knows just how important the visitor service is.

Personal experiences also motivated Gazi Kürkcu to take part as a volunteer here: Last year the Turkish man saw a close friend die of cancer in the palliative care ward. "The family was alone in their sadness," he notes. In a Bavarian accent, Kürkcu talks about an old man who was recovering from a dizzy spell in the clinic. "He came here as a guest worker from Turkey and like a lot of people of his generation, he still had trouble with German. So he was really happy that I was there. I just started calling him "uncle" straight away."

More Muslims are getting old in Germany

Very quietly, Bouabid talks about a young Muslim woman who lost her baby two days ago, a stillbirth. "She didn't want to see the baby any more but she appeared stable. It was my second patient that really worried me actually." The young Syrian man was in bed, in an isolation ward with an infection. His leg had been seriously injured in Syria's civil war. "A translator was supposed to come and explain the upcoming operation," he says. But the translator never showed up. So Bouabid ended up as the go-between, talking to the patient and trying to relieve his fears, and translating the words of the clinic's carers. "Working as a translator is also fine. Helping is helping."

As Germany takes in an increasing number of refugees, the clinic staff are also being confronted with new challenges. Sirt remembers the first time, two years ago, when an asylum seeker died in the hospital and he had no family here. "The doctors asked me to find the family," Sirt says. "But there was nobody who could wash the corpse – something that's important for Muslims – or organize the burial." There are also a lot of long-term Muslim residents of Ingolstadt who are here without their families. They often prefer to grow old in Germany, rather than returning home as pensioners. This is why one Ingolstadt mosque is already planning a seniors' home for Muslims. "And these are all things that will be needed in the future, that nobody is thinking of yet," Sirt concludes.

Isabel Stettin believes that Sirt is the perfect man for this job. He is trusted by everyone, from the Christian clerics, to the Muslim community representatives, to the clinic staff, and local officials. This is because he understands and empathizes with all of these worlds.

:: Solidarity? Of course, but everything in moderation

Strictly speaking, solidarity is really only necessary in cases where things aren't naturally compatible. After all, if they were, extra effort to generate that solidarity would not be required. A critical assessment of the term.

By Armin Nassehi

Admittedly, this is a rather academic approach to solidarity, focusing on the meaning of the term itself. "Solidarity" only becomes empirically meaningful if we realize the points at which calls for solidarity are most likely to arise.

Calls for greater solidarity in recent decades have generally only occurred in the context of debates on immigration or asylum – for example, it is often demanded that new arrivals integrate into the dominant host culture. This is no coincidence; solidarity is always all the rage when people feel it is under attack by something foreign, or when there is a looming threat of marginalization or deviations from the norm. These calls for solidarity are, in fact, directed less at the immigrants themselves and more toward the society as a whole, raising the question of what actually defines the local culture into which the new arrivals are supposed to integrate, and what exactly makes it cohesive. It's a classic scenario: The challenge presented by the "foreign" is, in fact, an opportunity to assess oneself.

At the same time, the term "solidarity" has more than just empirical substance; it also has a normative, imperative quality. It is a term laden with value – and in communication, values are generally characterized by the fact that they are difficult to contradict. One can hardly call for less solidarity. One can claim that solidarity will be in jeopardy if society becomes too pluralistic, if foreign religions from other parts of the world are supposed to become part of German culture, or if other ethical or aesthetic standards are somehow threatened. But these sorts of delineations tend to argue in favor of solidarity rather than against it.

"Dominant culture" not required

I would actually like to speak out against solidarity here. I'm not in favor of the opposite, of course, but I would like to posit a question: Is solidarity the mechanism that shapes modern societies? Perhaps there is even an applicable

rule of thumb to answer this question. The more modern a society, the more strongly it relies on its own ability to reject loud calls for societal solidarity. Societies of this nature generally don't need to demonstrate a shared set of ethics on every issue; their people don't have to believe in the same gods (or any god, for that matter). Sexual, aesthetic, and practical principles can apply specifically to limited groups; they do not need to be universal. Some lifestyles are completely incompatible with others, even if, for the sake of argument, we leave any and all aspects of immigrant culture out of the equation. Apparently, a "dominant culture" is not required to enable this type of society to exist free of conflict. And our country's frequently invoked "Grundgesetz", the constitution of our democratic state, is hardly a document that promotes solidarity or even a dominant culture; on the contrary, it actually provides protection for those who deviate from the norm, as long as laws are observed.

Modern society allows for apathy

All we have to do is look at how pluralized German society has become within the last two generations, and compare that with the fact that the ethical and aesthetic standards of any one group have thus far not been established as the only legitimate ones. This is only possible because our society allows for apathy on a day-to-day basis and does not demand strong solidarity from its people. The practices of everyday modern life in this society are based on impersonal relationships, meaning that modern life must function even in practical ways. If we have to have some sort of solidarity here, then it can only be a form that is measured according to its practicality – and practicality, in this case, primarily means that things don't always need to be perfectly compatible with one another. In our modern era, we have learned to live in a society of "strangers" who only have temporary contact with one another and whose respective roles in society consequently only need to be compatible in certain limited ways – not as complete people with every aspect of their personalities taken into account. That is one of the most decisive civilizing achievements of modern society.

Local cultures of fear

My hypothesis is that migration highlights exactly this point. It shows us how many and, simultaneously, how few prerequisites there are for the practical aspects of our daily lives. There are many prerequisites, because our lives require a mentality of apathy, and there are few prerequisites, because it is exactly this indifference that our society facilitates. In that sense, strong opposition to anything associated with immigrants generally has nothing to do with the immigrants themselves – as the completely ridiculous fears surrounding the supposed impending doom of the Western world demonstrate. This form of expression is coming from groups who are unable to handle the apathy of modern society. These groups feel comfortable communicating in a language of fear, perhaps because it is the simplest method of positioning themselves and finding a firm way to define themselves. To take the argument to an exaggerated conclusion, we could even say that these groups are poorly integrated: into a modern society that does not believe in dramatizing plurality and unpredictability.

In socio-structural terms, the people who view the migrants as a threat to societal solidarity are, in fact, much more similar to the poorly integrated, ethnically homogeneous immigrants than they are to the average members of the local population, or even to the vast majority of immigrants that we tend to describe as "well-integrated" because they accept and are a part of the indifference in our society. Strictly speaking, the strongest social solidarity can be found on two ends of the spectrum: among the parallel structures of immigrants on one end and the local cultures of fear on the other. Both groups must be emancipated from this way of thinking.

Incidentally, the societies that are able to forgo close-knit forms of solidarity are the ones most in need of a set of common rules, ways to treat each other with tolerance, and a well-founded concept of how the civilization's standards of pluralism and openness can stand up to external pressures. Perhaps solidarity is necessary after all – solidarity in the form of standards that allow the society to forgo solidarity that is too closely knit. If this type of solidarity were to prevail, nearly every lifestyle, every religious or cultural orientation, and even every idiosyncrasy or deviation would become socially acceptable. Even communities that want to and must forgo solidarity in the context of abstract debates on a dominant culture are entitled to that level of self-awareness. After all, the following rule always applies: everything in moderation.

Things don't always need to be completely compatible in our modern daily lives

Illustration: C3 Visual Lab

Armin Nassehi
Sociologist

Professor Nassehi researches and teaches cultural, religious, scientific, and political sociology and the sociology of knowledge at LMU Munich. As part of the project "Übersetzungskonflikte" (Translation Conflicts), he is investigating how different cultural and societal backgrounds lead to conflict in public discourse, based on examples such as organ donation and palliative care. His father is from Iran and his mother from Germany.

After getting a few tips, children are even allowed to practice welding at the youth workshop.

Workshop founder Peter Eyerer (below) always bustles around the hall.

Maximilian Middel also got his father excited about the workshop.

:: Old, but not rusty: a workshop for all generations

At the Open Youth Workshop in Karlsruhe, senior citizens pass on their knowledge to young people. Young and old work together here as equals, learning new skills and a new understanding about one another.

By Marta Popowska

Photos: Gustavo Alàbiso (4)

"The older people here really know what's up," says one keen learner

Nice work: Young and old ones come together to build an addition to an automobile workshop.

The first thing that Peter Eyerer says when he greets me is: "Hi, I'm Peter. We're all on a first-name basis here." Then the 74-year-old in the blue checked shirt and work boots leads me through the site of the Open Youth Workshop in Karlsruhe, in south west Germany. The former quarry is now filled with workshops for woodworking and metalworking, making automobiles and jewelry. Children and teenagers create small technological marvels under the guidance of senior citizens. And many a child finds a surrogate grandparent in the process.

Unique: Young people learn from their elder, eye to eye

Eyerer, a mechanical engineer and plastics technician, founded the association and is the chairman of the Open Youth Workshop. Every Saturday, from ten in the morning until three in the afternoon, the place buzzes with filing, welding and sawing. What's unique is that young people learn from their elders here, but as equals, eye to eye, rather than through traditional classroom-style teaching. The children discover their own potential and adults pass on their specialist knowledge. Developed in 2013, the concept won second place at the Robert Bosch Stiftung's German Senior Citizens' Awards that year.

The association moved to the 2,000 square-meter premises in the Grünwettersbach district of Karlsruhe a year ago. "Although we did much of the work ourselves, the move cost 15,000 euros. We also purchased some new machines, including a circular saw," says Eyerer. The prize money from the Robert Bosch Stiftung came in handy.

When Eyerer unlocks the workshops one Saturday morning in spring, there is not much happening yet. He doesn't mind. There's nothing compulsory about the Open Youth Workshop. Everyone comes and goes as they please, whether they're a child or voluntary supervisor. "Sometimes just five kids show up. And sometimes there are more than 30," says Eyerer. The supervisors have to stay flexible.

By noon, around two dozen hobbyists have arrived. The children stand absorbed in the projects at their workstations. Machines bellow and squeak, metal strikes metal. Mika Bender and Maximilian Middel are building a quad bike. The two 14-year-olds are taking their time. They have been working on their off-road vehicle for a year now, but in four weeks it should finally be ready to drive. However, before they get there, there is still paint that has to be filed from several spots on the metal frame in preparation for more welding. >

“To know that you’re needed, that’s fantastic.”

Teamwork is fun: On an average Saturday, around 20 youngsters come together at the site, a former quarry.

> “I learned how to weld from Richard,” says Maximilian, referring to one of the senior citizens. The mechanical engineer is known in the workshop as a jack of all trades. As Middel puts it, the older people around here know what’s up. Most of the supervisors are senior citizens. Among them are mechanical engineers, electricians, gas and water installers, teachers or simply amateur craftsmen. Several fathers work alongside the children in the workshop, having caught their own kids’ infectious enthusiasm. “We’re a multi-generational workshop,” says Eyerer. The workshop founder is constantly busy on Saturdays. He bustles from one end of the hall to the other, then back outside, and sometimes he can’t remember what he was supposed to do in the first place. And no wonder – every few steps, someone asks him where is this, or where is that. “I’m constantly on the move,” he says with a laugh. His good humor is unfailing. The work here has a therapeutic effect. He says that it makes him more patient with children. “Back in the day, I used to get stressed out. Now I’ve even learned to accept help myself sometimes,” he explains.

He was sure he wouldn’t really retire

When Eyerer, a former professor and the head of the Fraunhofer Institute for Chemical Technology, retired, he was already sure he wouldn’t really be retiring. Eyerer still works as an industrial consultant and supports doctoral candidates. But for the past eight years, the sixth day of his week has always belonged to his passion, the Open Youth Workshop. He finds fulfillment in this project. “To know that you’re needed, that’s fantastic. And I’ve noticed that the others feel the same.”

One of those others is Dörthe Krause. The 65-year-old with the snow-white curls oversees the jewelry workshop. She is working with the four girls who came this Saturday, showing them how to solder, and how to make a clasp for a chain. But above all she wants the girls to learn how to solve problems for themselves. “They have to learn to be more confident about the decisions they make,” says Krause. “When something doesn’t work right the first time, you have to give

The benefits of team work
Open Youth Workshop

The old and the young can learn a lot from each other. The Open Youth Workshop in Karlsruhe is a prime example of that. In 2013, the project came second at the Robert Bosch Stiftung’s German Senior Citizens’ Awards. The prizes honor initiatives by individuals or groups that demonstrate how enjoyable and active later life can really be. The initiatives often also bring to life the potential of demographic change for good. Many of the nominees and prize winners are examples of how ongoing contact between generations can be enriching, both for those involved and society in general. **www.alterspreis.de**

Photos: Gustavo Alàbiso (4) Illustration: C3 Visual Lab

Girls are especially eager to learn how to make silver jewelry from Dörte Krause (left).

Those children who master the machines may receive a "Workshop License".

it another shot." Mutual respect is very important to Krause. "I absolutely love working with young people," she says. At the Fraunhofer Institute two decades ago, Krause and Eyerer developed a teaching method for schools and universities. The goal was to awaken children's interest in science and technology. They exported their method as far as Brazil and its principles are used at the Open Youth Workshop as well.

Workshop "grandparents" closer to home

"The children give us a lot in return, whether that's the sparkle in their eyes or their joy at the fact that their work was praised at home," says Krause. Melissa Hahn is one of those kids. The 11-year-old began visiting the jewelry workshop a few months ago and really looks forward to working with Krause each time here. "My grandparents live far away and don't really have that much time," she explains.

At two-thirty, the children are starting to pack their things. Eyerer stands at a green workbench which also serves as his desk. He is filling out a "Workshop License" for one of the boys, its purpose being to indicate what the junior craftsman is capable of, whether that is arc welding, soldering or rust removal. Eyerer's hope is that the children here will eventually be able to use that certificate when they are looking for an internship or apprenticeship. "We often underestimate children," he says. Of course, the Open Youth Workshop will never do that; it is designed to be a vehicle that recognizes children's creative potential and then supports it. In the meantime, the best side effect of the work these young and older people do here together every Saturday is the sense of community it engenders, one that transcends any and all age barriers.

Marta Popowska has always believed that you're never too old to start something new. After visiting the Open Youth Workshop in Karlsruhe, her long-held opinion on this has been well and truly confirmed.

:: The urban researcher

The feeling of cohesion increases when people make their environment their own and help give it form. Vivian Doumpa is bringing residents and schoolchildren in Thessaloniki together – and inspiring new ideas.

By Alkyone Karamanolis

Vivian Doumpa is waiting at the prearranged meeting point at Athens International Airport. She is dressed in jeans and a blouse. Her hair is pinned up casually. Beside her stands a trolley bag. She is returning from a conference and her connecting flight leaves in two hours. Time enough to talk with her about her work as an urban planner. At 29, Doumpa is one of twelve participants in the Robert Bosch Stiftung's START – Create Cultural Change program. The program supports dedicated cultural managers from Greece who promote social participation and increase solidarity in Europe by organizing innovative cultural projects. It involves a work shadowing phase in Germany and a project phase in Greece. The Goethe-Institut Thessaloniki and the Federal Association of German Sociocultural Centers are partners on the project.

Doumpa is a "placemaker." Unlike in traditional urban planning, the goal here is to integrate residents into the project from the outset by taking their experience of space into consideration. The emphasis is on experience rather than instruction, bottom-up rather than top-down, or better yet, cooperation between citizens and institutions. The approach was a revelation for her: "As a student, I studied the traditional art and science of my trade. We learned about planning, land use, and so on." But the placemaking approach has given her a tool that enables her to apply her knowledge in a much more comprehensive way. "I've often asked myself why certain places awaken certain feelings in me."

The experience of space is the point of departure for Tópio, her START project. Doumpa selected a school that she would like to open to the outside world and establish as a platform for public discourse in the district. She acquired the tools for this project during a stay in Bremen, where she shadowed a cultural manager on the job. She observed as the manager planned a budget, assembled a team, and worked with it. Another important experience was seeing how much happens in Germany at a neighborhood level. "There are cultural centers in Thessaloniki, too," she says, "but they're not as closely connected to the neighborhoods as the ones in Bremen [...] The conversations I had there made it clear how much work needs to be done in Greece."

How can we help create our environment? Urban planner Vivian Doumpa gets students and residents involved.

And it's this level of cooperation between institutions, public spaces, and people that she is trying to promote in Thessaloniki with her Tópio project. The schoolchildren are the protagonists. They started by making minor improvements to a school building and painting a large mural on an exterior wall. Then the group also got local residents involved. As part of a "place game," students and residents explored their area together and tried to find starting points for civic engagement. Their attention was especially drawn to a neglected park right next to the school that included a barely used open-air theater. It will be the focus of the closing event for Tópio, a festival that will be held in and around the school.

Placemaking has potential. As Doumpa happily reports, "A number of students are eagerly participating and have even come up with ideas of their own. A few residents also seem to be very interested." And so the end of Tópio could just as well be a beginning.

Extroverted, educated, multilingual, and creative, the younger generation in Greece has been leaving the country in droves since the crisis began. That's why Alkyone Karamanolis is all the more excited to interview one such young person in Greece.

10 years The German School Award

EDUCATION

:: A whole Good Schools movement

More than 60 schools have won the German School Award. This year's honor went to the Grundschule auf dem Süsteresch elementary school in Schüttorf, a town in Lower Saxony.

THERE ARE GOOD SCHOOLS everywhere, regardless of location, size, financial endowments, or the composition of the student body. Awarded by the Robert Bosch Stiftung and the Heidehof Stiftung, the German School Award has spotlighted these schools and encouraged others to follow their example for ten years, and counting. It's Germany's best known, most demanding, and highest endowed award for good schools. The ARD and Stern act as media partners. Over the past decade, an entire "good schools" movement has emerged. From the start, award-winning schools have networked with each other and allowed other schools to benefit from their experience and ideas through workshops, seminars, and work shadowing programs. Thousands of teachers have come away with ideas for their own work over the years. The German School Award jury evaluates schools on the basis of six quality areas, including their handling of diversity and quality of teaching – these criteria have become established industry benchmarks for evaluating schools. "I'm impressed by the fact that the foundations also expect something in return from the winners," says Udo Michallik, general secretary of the Standing Conference of the Ministers of Education and Cultural Affairs, praising the award's contribution towards developing German schools. The Robert Bosch Stiftung and the Heidehof Stiftung created the German School Academy in 2015 to continue the spread of good practices in schools. At the tenth annual German School Award ceremony, held on June 8, 2016 in Berlin, the Grundschule auf dem Süsteresch in Schüttorf, Lower Saxony, received the grand prize of €100,000. Foreign Minister Dr. Frank-Walter Steinmeier presented the special award to the Deutsche Internationale Schule Johannesburg. This anniversary year was the first in which German schools abroad could participate in the competition.

www.deutscher-schulpreis.de

Photos: Robert Bosch Stiftung, Eva Karagkiozidou, Tobias Schwerdt; Illustration: C3 Visual Lab

SCIENCE

:: Tool-kit for a sustainable energy policy

A junior professor explores how to reconcile environmental protection and economic growth.

OLIVER SCHENKER WAS APPOINTED Robert Bosch junior professor of "sustainable use of natural resources" this year. The environmental and resource economist develops equilibrium models that developing countries can use to establish sustainable energy systems in the long term. "Access to affordable electricity is a pressing issue in many developing and emerging countries," explains the 37-year-old junior professor. When these countries decide in favor of eco-friendly methods for generating energy, they quickly reach their limits. Their efforts often fail due to interdependencies between environmental policy measures, legal regulations, and the macroeconomic environment. This is where Schenker enters the picture; his models take these factors into consideration, along with political funding tools. His research findings promise to provide politicians with a sound basis for making decisions. The Robert Bosch Stiftung has provided him with the sum of €1 million to establish an independent task force at the Frankfurt School of Finance & Management.

The goal of Schenker's research is to help establish sustainable energy systems.

▶ Schenker explains his approach to reserch in the following video:
www.bosch-stiftung.de/juniorprofessorship

Janusz Reiter (right) discussing the strategy group's recommendations

INTERNATIONAL RELATIONS

:: New Western policy toward the East

Recommendations from the Transatlantic Strategy Group at the Munich Security Conference

THE MUNICH SECURITY CONFERENCE is considered the most important forum for foreign and security policy in the world. The Robert Bosch Stiftung was part of the official program for the first time, hosting a panel presenting recommendations by the Transatlantic Strategy Group, for new policies toward Russia and the East. The foreign and security policy experts advised the West to rethink its current policy toward Russia, strengthen its defense capabilities, and improve solidarity among its societies.

www.bosch-stiftung.de/tsg

SCIENCE

:: Good work, AcademiaNet!

THE NUMBER OF RESEARCHERS signing up to the AcademiaNet online portal has more than quadrupled since it was launched five years ago. Today, the database boasts approximately 2,000 profiles of researchers in all fields from 34 countries. The portal is intended to help researchers get noticed by the people who select members for scientific committees, choose candidates for executive positions, and report on research.

www.bosch-stiftung.de/academianet

INTERNATIONAL RELATIONS

:: Room for reflection on Europe's future

The Robert Bosch Stiftung made this subject the focus of the program, in cooperation with the Leipzig Book Fair.

REFUGEES AND MIGRATION ARE the subjects shaping public discourse at the moment – in Germany and throughout Europe. At the same time, the governments of Europe have rarely been so at odds over any issue as they are over refugees. Even outside of the political arena, people are struggling with the question of how to best handle the integration process – and how it will change their own countries and Europe as a whole. At this year's spring book show, from March 17 to 20, the Leipzig Book Fair and the Robert Bosch Stiftung presented an event on immigration and integration entitled "Europa21. Denk-Raum für die Gesellschaft von morgen" (Europe21. Room for Reflection on the Society of Tomorrow). The six discussion panels brought together writers, researchers, journalists, artists, and representatives of civil society from around Europe, to create an international platform for constructive dialog on the future of Europe. The goal was to create a counterpoint to the often one-sided debate on the subject, which is frequently defined by national interests. The analyses, first-hand reports, and scenarios from various European countries presented at the event were intended to provide a neutral perspective on the opportunities and challenges that immigration poses. Participants discussed the roots of migration, how refugees have already changed Europe and how the continent still needs to change, as well as the role of literature, media, and religion in the refugee debate.

▶ **Recordings of all the events and in-depth interviews on subjects such as the situation in Sweden and Poland are available online at:**
www.bosch-stiftung.de/europa21

The large audience for the discussion "Change: How Europe Has Already Changed and Still Needs to Change" at the Leipzig Book Fair.

Photos: Tobias Kleinschmidt, Rainer Justen, Christoph Pueschner / Zeitenspiegel, David Ausserhof

Positive response: Around 800 participants attended the Next Einstein Forum.

SCIENCE

:: The next Einstein will come from Africa

The first global research conference, Next Einstein Forum, in Africa aims to raise awareness of the continent's potential.

DEVELOPING AFFORDABLE DIAGNOSTIC METHODS for illnesses, research on sustainable city planning, big data, or quantum physics – young African researchers have enormous potential. The conditions for conducting research in Africa, on the other hand, are generally very poor. In order to change that and make Africa an important international location for research, the Robert Bosch Stiftung partnered with the African Institute for Mathematical Sciences in March to host the first international research conference, the Next Einstein Forum, in Dakar, Senegal. Fifteen young researchers representing the next generation of African experts presented their ideas and projects. During the three-day conference, international participants from the fields of research, business, and politics also discussed research issues such as the development of national economic strategies and the green revolution in Africa. "We want to integrate Africa into the global research landscape and promote it as another important center for research and technology," says Dr. Ingrid Wünning Tschol, department head at the Robert Bosch Stiftung. The next NEF is scheduled to be held in Rwanda in 2018.

▶ **You can learn more about three of the fellows in an online multimedia report:**
www.bosch-stiftung.de/nexteinsteinforum

EDUCATION

:: Study: Teachers should be more open to teamwork

TEAMWORK AMONG TEACHERS IMPROVES the quality of their classes – and is often neglected here in Germany, as a study on cooperation between teachers in this country concludes. While teachers do cooperate on a daily basis, this cooperation is limited to exchanging information about materials and students. Only rarely do they share ideas about the content of their classes, according to the study. A high level of teamwork among teachers is an important success factor in good schools and the key to managing the growing diversity in classrooms. The study, entitled 'Teacher Cooperation in Germany: A Study on Cooperative Work Relationships Between Teachers in Lower-level Secondary Education,' was presented by the Robert Bosch Stiftung, the Bertelsmann Stiftung, Stiftung Mercator, and Telekom Stiftung at the 6th International Summit on Teaching in Berlin in early March.

CULTURE

:: Soccer World Cup in Lebanon

A young German-Arab team wins the foundation's film prize.

THE SOCCER WORLD CUP is about to begin – an event that people in Beirut get very excited about. Then, the transmission is interrupted by strange sounds. The concept for the short film "Tshweesh" provides impressive evidence of how normal, everyday life in a vibrant city continues during a war. This was the opinion of the jury of the Film Prize for International Cooperation, which the Robert Bosch Stiftung presents to teams of young

The honorees: Young filmmakers at Berlin's Hebbel Theater

filmmakers from Germany and the Arab world. In addition to "Tshweesh" "Miguel's Way" (documentary) and "Four Acts for Syria" (animated film) received awards during this year's Berlinale Talents and were each granted €70,000 to realize their projects. The jury of international experts praised the projects' artistic approaches, as well as the courage and teamwork of the filmmakers: "We are convinced that these passionate young artists won't let anything stand in their way." The award gives young German-Arab teams the chance to learn more about the style and methods of another culture by making a film together.

www.filmprize.de

Full atrium at the Richard von Weizsäcker Forum in Berlin

DEUTSCHE SCHULAKADEMIE

:: How do I teach refugees?

A forum for teachers, helpers, and students to exchange ideas.

A CLASS WITH A large number of refugees requires different instruction than a "normal" class – but how does that work? The forum 'Willkommen. Ankommen. Weiterkommen – mit Flüchtlingen Schule neu denken' (Welcome. Settle in. Make progress – Rethinking schooling with refugees) addressed this question; the Deutsche Schulakademie invited more than 160 employees of schools and representatives of ministries and aid organizations to attend the event in December. "Education is, and will always be, key to integrating in society," says Dr. Hans Anand Pant, member of the board of management at the Deutsche Schulakademie. "The Deutsche Schulakademie believes that helping refugee children and teens to integrate is an important task. We organized this forum in order to bring together schools, youth welfare organizations, and other groups." Over the course of two days, participants discussed their experiences, problems, and ideas, such as hosting cooking nights with refugees and students or a "road show" all over Germany to share experiences. Participants just had one final request at the end of the forum: more events like this one, please! www.bosch-stiftung.de/dsa

ROBERT BOSCH ACADEMY

:: Political leadership and responsibility

In memory of Richard von Weizsäcker: international forum with renowned decision-makers and experts in Berlin.

WHAT IS THE ROLE of political leadership in an increasingly complex world? This was the subject of discussion among the more than 200 invited guests at the Richard von Weizsäcker Forum in Berlin, hosted by the Robert Bosch Academy. The forum featured a number of high-ranking attendees, including current and former Richard von Weizsäcker fellows from around the world, as well as important figures such as former Italian Prime Minister Giuliano Amato and former Swedish Prime Minister Carl Bildt. The main theme of the event was responsibility and leadership; the discussion centered on the consequences of ongoing crises (such as those in Syria or Ukraine) on the existing world order and international value systems, and whose job it is to intervene in conflicts of this nature. During another panel, the focus was on the future of Europe: How can the continent continue to maintain solidarity and cohesion in the face of challenges such as the Greek financial crisis and the refugee issue? Finally, a panel including Daniel Hamilton, head of the Center for Transatlantic Relations, and Huang Jing, head of the Center on Asia and Globalization, discussed Germany's role and responsibilities. International perspectives are very important to the process of tackling global challenges, says Sandra Breka, head of the Berlin Representative Office and the Robert Bosch Academy. "We are convinced that interdisciplinarity and multi-lateral debate are more important today than ever before." The Robert Bosch Academy provides a platform for exactly these issues.
www.robertboschacademy.de

CULTURE

:: Shared award, twice the honor

For the first time, the Robert Bosch Stiftung presented the 2016 Adelbert-von-Chamisso Prize to two grand prize winners.

AUTHOR ESTHER KINSKY AND poet Uljana Wolf have something in common, besides the fact that they also work as translators. They were both raised in Germany, but still their lives were shaped by their parents' and grandparents' experiences of migration. "The literary achievements of both authors is so impressive that this year, the jury decided to present the grand prize to two winners," said Uta-Micaela Dürig, member of the board of management at the Robert Bosch Stiftung, during the award ceremony. Kinsky was honored for her complete works up to this point, and for her novel "Am Fluß" in particular. Her writing has proven her to be, "a sharp observer of human existence in the 21st century, with a true gift for the written word," said the jury. Uljana Wolf was presented with the €15,000 Chamisso Award for her works up to this point, particularly for her volume of poetry, entitled "Meine schönste Lengevitch." "Her approach to the foreign, with playful reflections on reality expressed through language, is a wonderful example of future-oriented, cosmopolitan literature," said the jury.
www.bosch-stiftung.de/chamissopreis

Prize winner Esther Kinsky (left) at the Allerheilige Hofkirche in Munich.

Foundations laid – what's next?

2012

Nathanael Molle was part of ChangemakerXchange, a network of young people who work on solutions to social, environmental, or societal problems in their immediate surroundings, four years ago. He founded Singa, an organization that helps refugees establish companies.

:: What is the key to Singa's success?

Nathanael Molle: The goal at Singa is to bring people with the same interests and concerns together. That's why we never explicitly say that an event or program is directed specifically at refugees. It is also important to us that our entire society benefits, not just the refugees. We often hear the argument that our country has many unemployed people and social problems, so we can't afford to help other people. We refute this argument by helping refugees found their own companies and create jobs.

:: What were the greatest challenges in the beginning?

Nathanael: Even today, the biggest challenge is still to expand our impact on society. If you want to change things, doing it at a local level just isn't enough. You've got to think bigger and work toward change at a national and international level. The question is: How can we create something that can be reproduced in France or anywhere else in the world?

:: What do you think about the ongoing political debate in Europe about border closures and limits on the number of refugees?

Nathanael: We shouldn't be talking about how we can close doors that we couldn't even keep closed now if we wanted to. Rather, we should concentrate on concrete solutions and positive experiences. With Singa, we want to prove that taking in refugees can be a successful experiment for our society, and that our country can benefit from accepting them.

:: How did your time in the ChangemakerXchange network help you with Singa?

2016

Nathanael: I'm always looking for new solutions and experiences as an entrepreneur. At my first meeting with other social entrepreneurs, I learned more in just three days than I had in the whole year and a half before that. These networks provide members with valuable knowledge in a concentrated, compact way, and ChangemakerXchange is no exception. You are exposed to so many important ideas in just one space – there aren't many places where this kind of shared creativity is possible.

FOUNDATION

:: Higher dividends

The Robert Bosch Stiftung received higher dividends for 2015.

THE ROBERT BOSCH STIFTUNG received dividends totaling €126.8 million from Robert Bosch GmbH for 2015. The reason for this was the company's financial success during the previous year. The higher dividends will help the foundation make its non-profit work even more effective than ever before. The additional funds will allow the organization to make investments in buildings and facilities for the Robert Bosch Hospital, modestly expand its sponsorship activities, and establish voluntary reserves as a way of mitigating potential risks.

LEGAL INFORMATION

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