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Robert Bosch Stiftung Magazine #23 Together

# MAGAZINE#23

## Together

Robert Bosch **Stiftung**

REPORT

### Teamwork wins

Aspiring doctors and nurses at the Heidelberg University Hospital learn early on how to collaborate effectively.

PORTRAIT

### The European mediator

In Washington, D.C., Constanze Stelzenmüller **mediates** between people – and across two continents.

## IN THE SPOTLIGHT

*A theater troupe, a company and the city authorities team up to enable refugees to take center stage – as actors in a Bologna theater group.*

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## EDITORIAL

Dear Readers,

One plus one is two. That much we all can agree on. But in real life, things are not always that simple, nor can they always be expressed in mathematical terms. Our day-to-day work at the Robert Bosch Stiftung clearly demonstrates that having the right combination of partners delivers added value.

For us, collaboration with various partners provides this added value in two distinct ways. First, it is part of our approach to funding. One of our primary aims is to bring together a variety of different people. This could be at a hospital, where the most effective form of patient care is provided by interdisciplinary teams. It could also be in various European cities, where those from the creative, public, as well as private sectors, come together to improve the quality of life for local inhabitants. And these are just two examples.

Second, we often actively collaborate with partners ourselves. These allies have better first-hand knowledge of the local people and conditions than we do. They have experience we do not have, and they have established structures which we can use.

Our partners are as wide-ranging as the activities in which we are involved. They span from other foundations, both in Germany and abroad, to government institutions in the health care and educational sectors, to universities and think tanks, all the way to unions and civic action groups.

The work of the Robert Bosch Stiftung would not be possible without such partners. We are dedicating this edition to them as a way to thank them for their fantastic cooperation and confidence in us.

We hope you enjoy this issue.

Yours,

PROF. DR. JOACHIM ROGALL,  
PRESIDENT AND CEO

# Contents **N°23**

## AT EYE LEVEL

**4 WE CAN ACHIEVE MORE BY WORKING TOGETHER**  
Aspiring doctors and carers learn side by side with multidisciplinary training

**10 LITTLE KIDS, BIG MOVIES**  
Why nursery school children are not too young for our museum

**12 SEARCHING FOR THE NEXT EINSTEIN IN AFRICA**  
An initiative for scientific talent in Africa

## STRONGER TOGETHER

**16 THE EUROPEAN MEDIATOR**  
Dr. Constanze Stelzenmüller – a portrait

**20 TWO CHOIRS IN HARMONY**  
Singing for German-Russian relations

**22 ACHIEVING THE IMPOSSIBLE**  
An essay by Jutta Allmendinger

**24 TOGETHER, WE PACK A BIGGER PUNCH**  
What is achieved when a school works with partners

**28 GET ACTIVE TO PROMOTE AN OPEN SOCIETY**  
Small campaigns with a big impact

**30 ALL THE CITY'S A STAGE**  
When theater connects refugees and longtime residents

## START UP AND CARRY ON

**33 ON-THE-FIELD LEARNING**  
Political education through soccer

**36 THE COMBINED FORCE OF INNOVATORS**  
Alumni of the Robert Bosch Stiftung tackle complex issues together

**38 STRATEGIC FOCUS AREAS**  
How the Robert Bosch Stiftung plans to address future global challenges

**41 NEWS**  
Latest updates from the Foundation

**43 PUBLISHING DETAILS**





**4**

**TEAMWORK  
WINS** at the  
Heidelberg  
University  
Hospital



**10**

**'OUR MUSEUM'**  
Child-friendly culture  
in Frankfurt



**33**

**LEARNING**  
on the sidelines



**16**

**TRANSATLANTIC**  
mediator



**12**

**THE NEXT  
EINSTEIN**  
should come  
from Africa



**20**

**SINGING UNITES**  
Lower Saxony and Siberia



**Get well soon: Hannah May (left), Ann-Catrin Druck (right), and their mentor Beate Fuzon (center) enjoy helping patients get back on their feet.**



# ‘WE CAN ACHIEVE MORE BY WORKING TOGETHER’

*At the Heidelberg University Hospital, Ann-Catrin Druck and Hannah May share a common goal – to provide better care for their patients by working together. Although still in the training phase, both of these young women are learning how the various occupational groups can collaborate more effectively in the hospital.*

**by Alexandra Wolters**

**P**aul-Josef Fröhlich does not know which of them is training to become a doctor or a nurse. Following several pancreatic operations at the Surgical Clinic, Fröhlich is now an inpatient at Heidelberg University Hospital. He has been under the care of medical student, Hannah May, and trainee nurse, Ann-Catrin Druck. May and Druck sport the same white scrubs (a short-sleeved, hip-length, V-neck tunic) as they stand side by side at Fröhlich's hospital bed and ask him questions about how he feels. They form a multidisciplinary team in the Heidelberg Interprofessional Training Ward (HIPSTA). Four students in their final year of medical school and four third-year trainee nurses spend four weeks working in pairs caring for their patients. They do the rounds together, carry out examinations, and provide care and treatment. But above all, ▶

- they learn both from and about one another.

“Does that hurt?” May asks as she performs a lower abdominal exam on Fröhlich. A long, red scar runs across the patient’s stomach. The blonde, curly-haired student presses her fingers into the tissue, moving her hands in a clockwise direction. As she does this, she alternates between looking at her training partner and her patient, who does not appear to be experiencing pain today. “Initially, I only feel the surface. By round two, I apply greater pressure,” the 26-year-old carefully explains. She then examines the clear drainage bag on the left side of Fröhlich’s stomach. Now, it is time for the trainee nurse to take over. The 23-year-old shows how to secure the bag and checks the liquid inside. “Yesterday, the contents were a bit murky so I sent them to the lab to make sure Mr. Fröhlich did not have an infection,” Druck says. Today, they both agree that everything looks fine and exchange a quick smile. Their cheeks are slightly flushed as they leave their patient’s room. They have now successfully completed their visiting rounds.

Outside on the brightly lit corridor, the pair receive praise from their nursing instructor, Beate Fuzon, as well as from senior physician, André Mihaljevic. They regularly check in on the trainees to see whether their hand movements are correct, whether they

The Surgical Clinic in Heidelberg is one of 17 sites nationwide which offers interprofessional training, thanks to the Operation Team.



**“  
Effective  
cooperation  
requires that  
I know what  
others are doing.  
”**

are asking the right questions, and whether they are making the correct diagnosis. “You have managed to get Mr. Fröhlich back in good shape,” senior physician Mihaljevic says in praise of the students. He is the director of the HIPSTA project and an advocate for the intensive exchange between staff from different disciplines at the hospital. “Effective cooperation between everyone involved in treating a patient is extremely important for the wellbeing of the patient, which requires excellent communication and a clear understanding of each person’s role.” This means that you have to know as much as possible about the work others are doing, where





their expertise lies, and what tasks they perform. The best time to teach this is during the initial training phase. To this end, the 39-year-old created the HIPSTA project together with fellow members of the nursing staff and colleagues from the Interprofessional Healthcare degree program at the University of Heidelberg. The project enables aspiring doctors and nurses to provide care for their patients at the Heidelberg University Hospital in teams of two.

#### FOCUS ON THE PATIENT

HIPSTA has been part of the “Operation Team - Interprofessional Learning in the Health Care Professions” program at the



The HIPSTA ward office gets full during the midday shift change.

Robert Bosch Stiftung since 2016. At that time, the Foundation funded 17 regional collaborative projects nationwide to develop, implement, and structurally integrate interprofessional courses for medical professionals. The goal of the program is twofold. First, it aims to introduce interprofessional teamwork early on in the training phase to enable health care professionals to integrate this into their future work. Second, it seeks to bring together various professional educational and training institutions at regular meetings to allow them for cross-disciplinary collaboration during the early planning phases.

“Our primary objective is to improve patient care. We want to bring together everyone who is involved in this as early as possible,” states Dr. Christian Schirlo, Head of Staff at the Faculty of Medicine at Zurich University and member of the Operation Team's expert advisory council. There are ►

“  
*You need excellent communication and a clear understanding of each person's role.*  
”

- too many cases of mono-professional fields of study. “I can only develop an understanding and respect for other people’s work when I am aware of what it is that they do. And only then can meaningful cooperation emerge,” Schirlo explains. Therefore, the aim of the project is not just for aspiring doctors, care workers, physiotherapists, and occupational therapists to meet each another, but also for them to accompany one another in their daily work, to share information, and to work through relevant practice cases or emergency simulations with allocated roles.

#### FLATTER WORKING STRUCTURE

Ann-Catrin Druck and Hannah May sit at one of the two desks in the HIPSTA ward office and plan the next treatment steps for their patients. They alternate between browsing in a red folder, containing care documentation, and checking the computer screen. “Mr. Fröhlich’s values have shown clear improvement,” May points out while looking at the results from his latest blood test. “I think we can remove his main venous catheter today. What do you think?” Druck nods her head and closes the red folder. Although the pair only met each other a week ago, they seem to have established an excellent rapport. “There are rigid hierarchies in a lot of hospitals, which prevent effective cooperation between doctors and nurses,” Druck says. However, she does not want to work like this. May is of exactly the same opinion. “I benefit from Ann-Catrin’s knowledge. Together, we can do a lot more to help our patients.” The young women make their way to Fröhlich, their patient. They wear name tags on their breast pockets which feature a narrow bar in different colors;



these vary according to position, with a green bar for nurses and a red one for doctors. Fröhlich is unaware of the significance of the bar – patients quite honestly couldn’t care less. “It is much more important that I feel that everyone knows who I am, what I have, and what I need,” he explains. The patient is the person who benefits the most from successful teamwork – this is clearly the case with Fröhlich. He says he has never received such great and comprehensive treatment in any hospital.



Alexandra Wolters shadowed the HIPSTA team in Heidelberg for a day. She learned something, too, namely how to disinfect your hands and measure blood pressure.

“  
*I have the feeling  
that everyone  
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and what I need.*  
”



## INTERVIEW

# FOSTERING HARMONY FOR EFFECTIVE COOPERATION

The “Operation Team” program funded by the Robert Bosch Stiftung has created quite a stir in medical interprofessional education and training since 2013. Several project coordinators are now internationally sought-after speakers and advisors. One such person is Ronja Behrend, who coordinates the Berlin project INTER-M-E-P-P.

**You have been a member of the Operation Team for the INTER-M-E-P-P project from day one. How has the program evolved?**

**Ronja Behrend:** The program has grown a lot in recent years. Initially, the Robert Bosch Stiftung started funding eight projects. Today, there are a total of 17 educational projects and 11 advanced training projects. During this time, around half of all faculties of medicine in Germany have introduced interprofessional “Operation Team” projects. And in the meantime, a real movement has emerged since we first got started. We now have a great deal of expertise, fantastic ideas, a strong, wide-ranging network that can reach both students and instructors alike.

**You and some of your colleagues are now experts in the area of interprofessional teaching. How did this come about?**

**Behrend:** There came a time during the first round of funding when the project coordinators had to exchange ideas and views. We did not want to be lone warriors and happened to share many of the same

concerns, such as how to bring project partners together, how to coordinate teaching structures, and how to conduct evaluations. So we started collaborating. We wanted to create a strong network, and the Robert Bosch Stiftung gave us a great deal of support with this. Shortly afterwards, we received invitations to report on our experiences at conferences. Meanwhile, we regularly run workshops and give speeches, mainly on establishing interprofessional teaching structures.

**Coordinators play a crucial role in a project’s success, although they typically stay out of the limelight. What can a good project coordinator bring to the team?**

**Behrend:** You need to develop a great deal of understanding for the work that other people do and the structures at various institutions. Coordination always involves interfacing, or liaising, with others. There can be a clash of cultures, making it necessary to achieve harmony to ensure effective cooperation. As a project coordinator, my goal is to always find viable solutions for all the people who have to work together. Therefore, I need to take as neutral a position as possible and communicate respectfully with everyone involved. Quite often, this also requires creative ideas for solutions – and, at times, a lot of patience.

**In your work, what does good partnership mean?**

**Behrend:** It is important that everyone, both within our project and in the program in general, shares a common goal. We want our students and trainees to be able to provide high-quality care for our patients. Good teamwork requires openness, intense exchange, learning both from and with one another, trust, and the ability to see the bigger picture. We cannot compete against each other, we have to work as a team. This is how we can achieve our goal.



RONJA BEHREND

## *At the interface*

Rather than being caught in the middle, she brings both sides together. The 33-year-old project coordinator discovered her talent for diplomacy during vocational training in physiotherapy and when taking her Master’s degree in health care management. Since early 2014, she has been the project coordinator for INTER-M-E-P-P at the Dieter Scheffner Center for Medical Education at the Charité, Medical University of Berlin. She believes coordination involves working with many different people at various interfaces. This is exactly what makes the job so challenging, exciting, and educational.

# LITTLE KIDS, BIG MOVIES

*When nursery school children meet high culture, something very special can happen – and the program “Arts and Games” proves it. In the Mini Film Club at the Deutsches Filminstitut, kids come into contact with the world of art movies, thanks to a joint concept devised by education and movie experts. Instead of lengthy explanations, it offers plenty of hands-on activities that support children’s personal development.*

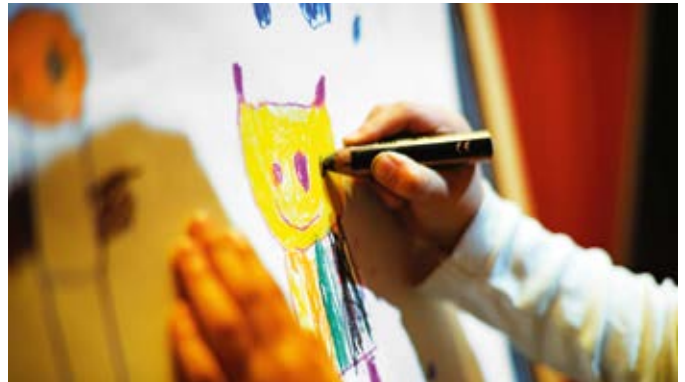
**by Alexandra Wolters**







Kids wait patiently outside the movie theater (left). Then they become engrossed in a movie before becoming artists themselves.



**S**ude and Marlie lounge in the plush, red theater seats and look at the still-dark screen in the movie theater of the Deutsches Filminstitut in Frankfurt am Main. The two five-year-olds are on a trip with “Grüne Soße” (Green Sauce) their daycare center, to the Mini Film Club, where children ages four to six learn about the art of cinema and get a chance to be creative themselves. “Start the movie,” says project coordinator Britta Yook before joining the children. The room darkens and the screen brightens. Classical music plays and black ink drips onto the white screen, runs down in thick and thin lines, whirls in spirals, and splashes around wildly. The roughly seven-minute experimental movie is called “Virtuos Virtuell” and features ink drawings that move to the mood of the music.

#### THE KIDS LOVE THEIR MUSEUM

The nursery school children hold their breath. “You can do it,” they gasp when the ink seems about to run out. “Yeeeah, boing, boing,” says Sude, as she cheers on a hopping ink blob. In the end, the ink drops into a sea of black. “I think the drop

is dead,” says Luis. “Why else is the music so sad now?” This kind of empathy is part of the concept of the Mini Film Club. “It’s not about explanations, but about experiencing the art of movies,” says Yook. The little movie explorers are still too young for long lectures. Instead, she encourages them to give free rein to their imagination, to draw wild designs with ink or crayons. The Mini Film Club offers seven events with different programs that were jointly developed by the Filminstitut, educators from the “Grüne Soße” daycare center, and the “Stieglitzweg” (Goldfinch Way) children’s center. “Usually, The kids talk about ‘our museum’ or ‘our movie theater’ even after their first visit,” Yook relates. This is exactly the kind of early enthusiasm for the arts that the Robert Bosch Stiftung and the Stiftung Brandenburger Tor support with the “Arts and Games” program. Since 2013, they have promoted cultural education among young children nationwide in 15 institutions like the Deutsches Filminstitut – always in tandem with a partner in Education in Early Childhood. The payoff? Children who run joyfully to the museum and confidently make art and culture their own.

“  
*It’s not about explanations, but about experiencing the art of movies.*  
”

19.4

years

is the average age of people in Africa – that's serious potential

# SEARCHING FOR THE NEXT EINSTEIN IN AFRICA

*An African initiative that bears the name of the brilliant scientist is looking for worthy heirs on the continent, while at the same time supporting Africa's scientific community. Thierry Zomahoun from Benin leads the search.*

**by Anja Bengelstorff**





**“**  
*Our objective  
is for Africa to  
rediscover its  
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and build on  
them.*  
**”**

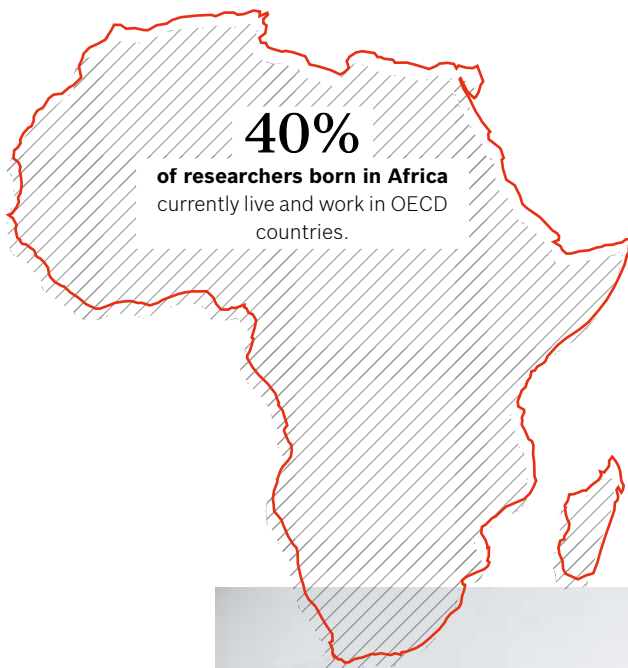
Kigali, London, Cape Town –  
Thierry Zomahoun spends a  
lot of time traveling to help  
Africa achieve a scientific  
awakening.

**I**t is the mid-1970s in Benin, a tiny country in West Africa. Thierry, a boy of eight years living in a small village, is bored. All of his friends are at school – and he wants to go, too. He begs, he pleads, but his grandmother, who is raising him, simply cannot afford the school fees. She earns her living as best she can by selling peanuts and palm oil. It is a fight for survival, and Thierry is not the only grandchild she has to take care of. The elderly woman can neither read nor write – but by making a number of sacrifices, she manages to scrape together enough money to pay Thierry's tuition in the end. “Education will set you

free,” she tells her grandson as she sees him off on his first day of school.

#### **EDUCATION CHANGES LIVES**

Thierry Zomahoun became an outstanding student. He never forgot the words of his grandmother. “People like her who never went to school still managed to observe how education is capable of changing people's lives,” says Zomahoun, now 49. “Lives of elementary school teachers, of nurses. She passed that down to me, and this vision still drives me today.” And today, Zomahoun is President and Chief Executive Officer of the African Institute for



**“**  
*The time has come to tap  
into the potential of  
Africa’s young people.*  
**”**

The Next Einstein Forum wants Africa to find its own solutions for the African continent.



The NEF team is working hard to make sure everything runs smoothly in March 2018.

- Mathematical Sciences (AIMS) in Kigali, Rwanda, an incubator for Africa’s brightest minds in mathematics and related sciences. Founded in 2003 by Neil Turok, a South African and one of the world’s leading theoretical physicists, the Institute now has branches in five other African countries. Turok’s goal is to end Africa’s dependency on development aid. His intention is neither to drill wells nor to build airports, but rather to promote university education and establish an African research community, without which Africa will never achieve independence.

#### BACK TO THE ROOTS

“Our objective is for Africa to rediscover its scientific roots and build on them,” says Zomahoun. In addition to training researchers, AIMS sets out to enable junior scientists to network. “The time has come to tap into the potential of

Africa’s young people,” says Zomahoun. It was for this reason that AIMS and the Robert Bosch Stiftung jointly initiated the Next Einstein Forum (NEF). “The NEF enables us to offer young people a platform where they can share their knowledge and enter into a dialogue with each other,” explains Zomahoun. A further goal is for African scientists to become more visible in the global scientific and research community and for Africa to establish itself as a scientific center. Governments, the private sector, and other decision-makers also sit at the table. Zomahoun is Director of the NEF. The first NEF Global Gathering took place in 2016 in Dakar, Senegal, and a second is scheduled for March 2018 in the Rwandan capital of Kigali.

On a Monday in September, Zomahoun sits with his team around a conference table at the AIMS offices in Kigali. Rain has been persistently







Papias Musafiri, Rwanda's Minister of Education, provides his expertise for the conference in Kigali.

pounding on the rooftops for hours. Everyone is concentrating hard on the task at hand. The boss listens attentively to his associates. He answers, explains, makes suggestions. Everything is done unhurriedly, but without digressing. He prefers PowerPoint presentations to be simple, with just one photo per slide. He laughs, amused by the small, harmless jokes his team makes every so often. Zomahoun has three master's degrees and more than two decades of international work and leadership experience. But when asked who he considers a role model, he has only one answer: his grandmother.

#### SCIENCE 'MADE IN AFRICA'

The worldly wisdom of an illiterate woman paved the way for him to the conference rooms of this world. But the father of two chose these rooms very carefully. He says that working in the education sector brings him more satisfaction than working for an international corporation, for example. In his opinion, Africa lacks a critical mass of young people with scientific skills, that is, engineers, technologists, physicists, chemists, statisticians. For Zomahoun, this lack is a key challenge which needs to be overcome if the continent wants to be capable of solving its own problems. For this aim, independent, exceptional thinkers are critical.

Zomahoun observes a growing movement of young scientists who are able to change Africa's economy, education, science, and technology. In his view, also politicians have come to realize the critical role of science and research for the development of their countries. "If you don't have the skills and capacity to process your own resources and find your own solutions, but instead always expect that someone else is going to come along and solve the problem for you, then you are not free. When I speak about freedom, I speak about respect. I do not believe that Africa is respected in the world today. To gain this respect within my lifetime is my ambition."



## A SCIENTIFIC AWAKENING

**The first global science conference** in Africa was eagerly attended in 2016 by 500 guests, including presidents, Nobel Prize winners, and research directors of major companies. The event succeeded in directing the attention of the international scientific community to Africa's top scientists for the first time. The Next Einstein Forum organizes the conference every two years and promotes junior scientific talent from Africa. It is an initiative of the African Institute for Mathematical Sciences (AIMS) in partnership with the Robert Bosch Stiftung and provides a platform that seeks to connect science, society, and politics in Africa and the rest of the world. AIMS and the Robert Bosch Stiftung both agree that the best approach is to enable Africa to solve its own problems. That is why the Foundation chose a well-networked partner from the African continent.



After talking with a man whose grandmother is his biggest role model, Anja Bengelstorff concludes that African grandmothers deserve far more recognition.



# THE EUROPEAN MEDIATOR

*Since 2014, Constanze Stelzenmüller has worked at the Brookings Institution, a renowned think tank in the U.S. As a Robert Bosch Senior Fellow, she mediates between people – and between two continents.*

by **Lisa Rokahr**

Photos: Ralph Alswang, laif



Staunch Transatlantic  
expert: Political  
scientist and  
journalist Constanze  
Stelzenmüller.

Senator Richard Burr pauses briefly before resuming his speech and continuing the hearing. He glances at his notes, then at the person opposite him. “Stelzenmüller,” he says at last, pronouncing the difficult German name with a strong American accent. Constanze Stelzenmüller laughs. She has short, blond hair and is dressed all in white. Only her amber necklace stands out. She seems relaxed, even though she’s facing a hearing with the Senate Intelligence Committee that will last two and a half hours. The subject is Russian interference in European elections. And although her name is new to many senators, her voice is heard. Stelzenmüller, a political scientist, was invited

as an expert on Germany. She’s not so easily ruffled. Her voice is determined and rather deep, which makes her sound confident. She calmly explains how much influence has already been exerted. She mentions the hacker attacks on the German Bundestag and lists the Kremlin’s German-language propaganda channels.

But she also makes a point of emphasizing that Germany has a strong, fortified system that can resist Russian interference. “For me it was important to testify before the Senate that Russian influence is indeed an important issue and that Germany takes it seriously, but we need the United States as an ally,” says Stelzenmüller today, a few weeks after her appearance before the Senate. She sits in her office in Washington, where she conducts research as a Robert Bosch Senior Fellow at the Brookings Institution, one of the most important think tanks in the world. Researchers at Brookings once helped draft the Marshall Plan. That work took place across the street in the beautiful, old corner building, which Brookings has long since outgrown. Today, there are 400 researchers and an equal number of other personnel working at three Brookings buildings on Massachusetts Avenue. “Think Tank Row” is how locals refer to the street in Washington, because many other political consulting firms are headquartered next door.

“  
*The future of  
western democracy  
is currently at stake  
in the U.S.*  
”

#### A CAREER TURNED UPSIDE DOWN

Stelzenmüller is the first German woman in decades to be employed by Brookings. She is a qualified lawyer and a former journalist who today works primarily as a political scientist. Stelzenmüller is one of the world’s leading experts on German, European, and transatlantic foreign policy and security policy. Her job description sounds simple, which makes it that much more complex. She is tasked with familiarizing American decision-makers and the public at large with political, economic, and social developments in Germany through lectures and publications. She has worked at Brookings since the end of 2014. She reports that the elections last year have turned her career upside down: “The future of western democracy is currently at stake in the U.S.” Her job has become more important than ever. ▶



#### ► BALANCING ACT

Her small office looks rather low-key. It could just as well belong to an accountant – the old furniture, the books on the shelves, the few sheets of paper on the desk in front of her. This is where she works, reflecting on which issues might become relevant for future cooperation between the U.S. and Germany, researching facts, legal frameworks, and opinions, and attempting to reach out to those who shape relations between the two countries.

Stelzenmüller, 55, doesn't see herself as an ambassador for her country, but rather as a mediator. Standing before the Senate, she describes not only facts, but also the mindset of Germans, their assessments and convictions. "I'm not a German diplomat, though I obviously identify myself as being German." This role is not always easy to play. "It's a balancing act between closeness and distance," she says. "I have to get close enough to understand the problems, yet stay far enough away to be able to assess them objectively." And in practice it amounts to exactly what she used to do as a journalist. After completing a traineeship at the "Berliner Tagesspiegel" newspaper she wrote for "DIE ZEIT." She has followed the same

issues – refugee crises and military conflicts, NATO, and European security policy – from her student days and her time as a journalist to the present day. Regardless of what field she's working in, these issues accompany her just as faithfully as her desire to raise awareness of them.

#### VIEW FROM THE OUTSIDE

Of this much she is sure: Only those who understand can provide fresh impetus and join in the struggle. Stelzenmüller learned this lesson even before going to school. "As a child I was already learning to translate cultures." Her father was a diplomat who relocated frequently. Five of her childhood years were spent in Germany; the rest in the U.S., England, and Spain. Having graduated from high school in Madrid, Stelzenmüller speaks four languages fluently. In her view, it isn't enough to read about other cultures. One has to go to other countries and engage with foreign cultures, with all their pros and cons. "I've learned to examine countries and cultures from the outside – especially my own," she says. "It makes you modest. And credible." She returned to Germany for a while and studied law with a strong focus on international law. Later, she studied public administration at Harvard,

where she also did research for her German dissertation.

#### EXPERT ON AND IN EACH COUNTRY

Today she is more of a mediator than ever before, and not only between different disciplines, but also between people, between cultures. A large part of her work involves talking with other people, comprehending other points of view, clarifying misunderstandings. "In many cases, my most important task is to understand what is going on around me." That's because there is a lot going on, and her job has changed since the last U.S. election. There's no longer any "business as usual," she says. "These are not ordinary times." Not in Washington, not in Germany, not between countries. "I constantly encounter concerns that our close transatlantic relationship is in danger," says Stelzenmüller. And she shares

“  
*Business as usual?  
These are no  
ordinary times.*  
”





Her voice is heard, even by the powerful. Stelzenmüller (right) before the Intelligence Committee of the U.S. Senate.

## BRIDGE OVER THE ATLANTIC

### The “Brookings-Robert Bosch Foundation Transatlantic Initiative”

supports the development and expansion of transatlantic networks and activities. By means of the initiative, the Robert Bosch Stiftung and the Brookings Institution, an American think tank, are working together to strengthen transatlantic relations. The initiative is directed towards political decision-makers and interested members of the general public and offers events, analyses, and recommendations regarding issues around transatlantic policy and social cohesion in Europe and the U.S. As a Robert Bosch Senior Fellow since 2014, Dr. Constanze Stelzenmüller focuses on transatlantic relations and the role of Germany within Europe.

these concerns with other people. The time has long since passed when she was just a German expert whose job was to explain Europe to the Americans. In the meantime, she has also become an expert for America, capable of explaining Trump’s policies and U.S. society in Germany.

### BETWEEN THE POWERFUL AND ORDINARY CITIZENS

She has noticed a change in the culture of discussion. The Americans have more questions, including questions about each other, about their allies. It used to be the case that Americans “don’t talk politics.” But that’s no longer true. Today, Stelzenmüller travels across the U.S. and meets not only decision-makers, but also ordinary citizens. Lots of them have questions, and Stelzenmüller tries to answer them whenever she can. “The conversations with citizens help me justify my own perception and question it,” she says. This civic interest is new to her. It was never a part of her job before. But she reports having learned a great deal from it, as it means she is no longer isolated in some elite cocoon. “We are all being given a fundamental lesson in civic education, and that is probably a very good thing.” Things have changed somewhat, both in the U.S.,

where a populist has suddenly become President, and in Germany, where in September a right-wing party was elected to the Bundestag for the first time since the Second World War.

Only those who have a goal, a future, can join in the struggle and help shape policy. Stelzenmüller doesn’t hide the fact that she wants to accomplish something through her work: Her wish is for a strong, self-confident Europe in close partnership with the U.S., firstly because she is a European, and secondly because she is an Atlanticist. She argues that Europe is unaware of its strength and too often avoids a leadership role. “For the future, my wish is that we stop constantly relying on America’s leadership and lead the way ourselves on certain issues.” Europe’s and Germany’s strength should not result from America’s weakness, however. “The question is what role we see for ourselves as a country, whether we are confident and trust in ourselves.”



Lisa Rokahr, 29, lives and works in the U.S. She has several things in common with Stelzenmüller: A last name that is hard to pronounce and the view that Americans are talking more about politics – a good thing, in her opinion.



# TWO CHOIRS IN HARMONY

*German-Russian relations have seen better times. But civil exchange is still in full swing, because strong partners in both the public and private sectors are pulling together. One example is the exchange between two choirs from Schaumburg and the Siberian city of Krasnoyarsk.*

by Jan Rübel

**T**here are 6,310 kilometers of road between Bückeburg and Krasnoyarsk, but only one name for these flowers with white petals on the roadside. “What’s the word for marguerite in Russian?” ponders Theresa, 13. She opens Google Translate on her phone, but Anastasia already has the answer. “Oh, Margaritka!” says the 15-year-old with a laugh, as they walk along a meadow in the Schaumburg Land region of Lower Saxony.

For five days in September, Anastasia, a member of the Kamerton girls’ choir in Siberia, is visiting to take

part in an exchange with the Schaumburg Youth Choir, where both Theresa and her brother Tobias sing. But there is more to it than songs and music; divided among host families in Bückeburg, the young people from both countries also get to know each other in everyday life.

“What, you get three months of summer vacation?” asks Tobias, 15, astonished at how schools are run in Krasnoyarsk, a city with over a million residents. Anastasia admires the small houses in Bückeburg, a town with just 20,000 residents. “It’s so peaceful here,” she says. Asked if she would want to live here, she answers diplomatically:

“I like the cultural life in Krasnoyarsk, the cinemas, theaters, all the concerts.” When they meet at the airport, they hug like old friends – even though they have only chatted on WhatsApp until now. Anastasia says her parents encouraged her to travel to the West. “They always wanted me to educate myself – and travel educates you.”

## **PARTNERS IN SUPPORTING GERMAN-RUSSIAN RELATIONS**

This exchange program is funded by the Foundation for German-Russian Youth Exchange (DRJA). Based in Hamburg, the foundation coordinates



**No stage fright: The girls' choir from Siberia gives it their all.**

and supports youth exchanges for young people from Germany and Russia.

The Robert Bosch Stiftung played an active role in establishing the foundation in 2006. Four partners came together at that time to implement something new in Germany: a public-private partnership for German-Russian relations. In addition to the Robert Bosch Stiftung, participants include the German Committee on Eastern European Economic Relations on the private side and the Federal Ministry of Family Affairs and the Free and Hanseatic City of Hamburg on the public side. With the support of this coalition, the DRJA foundation has facilitated exchanges between the two countries for 140,000 young people – regardless of the politics of the day.

#### STEADY PARTICIPATION

The program continues even after the Ukraine conflict created tensions between Berlin and Moscow and uncertainty among parents in both countries. But the DRJA foundation and its partners both agree that the overall political climate should not prevent young people from meeting, and should instead be an occasion for even greater engagement. The DRJA foundation stepped up its public relations and consulting work in both countries, successfully increasing subsidies. As Managing Director Thomas Hoffmann reports: “Thanks to years of partnership in youth exchange and the support of both governments, participant numbers remain relatively stable.”

Back in Bückeburg, Anastasia recovers from her walk with Theresa and Tobias over lunch with the Focke family. At the church in a nearby town, a

performance is about to start. At the Focke home a lively exchange of questions continues as they sit down to a meal of roast meat, potatoes and red cabbage. What does Anastasia think about how the Fockes say grace? “Interesting,” she says. The German folk singer Helene Fischer comes from Krasnoyarsk? “Oh, I didn’t know that about her.” How’s the red cabbage? “Delicious. We eat it more often than lettuce.” Anastasia says it’s her first time abroad. “Everything is so exciting. Different, yet similar.”

The focus of stays abroad for young people used to be mainly on improving their careers. But the DRJA foundation and its partners in Germany and Russia are more interested in the social significance of the exchanges. By confronting the unfamiliar, young people are led to examine themselves – the best remedy for nationalism and xenophobia in both countries. “Exchanges that take place in school and outside of school are both of major importance to us,” says Hofmann. “Our goal is to get all of the social groups involved in what takes place outside of school. We want to reach young people in the places where they spend their time, for example, in the youth fire brigade or sports club.”

#### SINGING BUILDS BRIDGES

Or even through music. At the Collegiate Church in Obernkirchen, the pianists from both choirs set up a white e-piano under the pulpit. The pews fill with spectators. Deep in concentration, the girls from Krasnoyarsk enter the sanctuary. There is friendly applause from the audience – and there’s the sound of energetic clapping, feet stomping and cheers in the area where singers from the Schaumburg Youth Choir prepare themselves.

Both groups are beaming. They take turns to sing. The audience is all but forgotten. As the concert draws to an end, with both choirs standing at the front of the stage, more than 50 German and Russian children join together in song, as if it were the most natural thing in the world, and the words of the old German folk song “No Fairer Land” fill the whole church: “May we meet again in this valley/Many hundreds of times.”



At the Focke family's kitchen table, Anastasia (right) and Sonja (left) show their host siblings Theresa and Tobias their hometown, Krasnoyarsk.

## A FIRST FOR YOUTH EXCHANGE

A public-private partnership for youth exchange came about for the first time on a national scale when the Foundation for German-Russian Youth Exchange was established in 2006. The four partners thereby highlighted the importance of their intention to jump-start youth exchanges in both countries. Besides the Robert Bosch Stiftung, partners include the German Committee on Eastern European Economic Relations on the private side, and the federal government and the Free and Hanseatic City of Hamburg on the public side. The Foundation has facilitated exchanges between the two countries for 140,000 young people.

“  
***Exchanges are the best remedy for nationalism and xenophobia.***  
”

**2,054**

**students** are enrolled at the school.

**167**

**teachers** work at the Elisabeth Selbert School.

**34**

**nations** from around the world are represented at the Hamelin-based school.

# TOGETHER, WE PACK A BIGGER PUNCH

*A vocational school offers each of its students an education tailored to their needs. The key to its success: a personal, well-managed network that includes local partners.*

**by Eva Wolfangel**



**S**ometimes, students come up with the most amazing ideas. Jannik Hoferich, 21, sits between his instructor in the special care facility and his teacher at the medical office at Thibautstrasse, which is a branch of the Elisabeth Selbert School (ESS) in Hamelin, and reports on his plans. He wants to intern at a mobile intensive care unit and a residential facility for patients requiring round-the-clock artificial ventilation. "I looked at what's involved and I think I can handle it," says the geriatric nurse in training. Jannik wants to commit to four weeks of 12-hour shifts, 250 hours in total. Mario Cumberbatch, who manages the Cornelien Senior Center in Hamelin, looks doubtful. Questioningly, he looks over at Birgit Grothmann, vocational teacher and advisor for vocational training at the ESS.

Sitting there, both look a little like concerned parents, who only want the best for their child. "I visited the place. It looks good," says Grothmann, who went to the residential home for patients on artificial respiration just a few days ago to speak to the staff about her hopes for her student's time there and, most importantly, to check whether he would receive enough support during his internship. Turning to Jannik, she adds: "When you're back, your experience will contribute to our classes."

**4**

#### partner locations for personal care

Two cosmetic studios and two hair salons are ESS partners.



**Student Jannik Hoferich (left) wants to intern at a mobile intensive care service.**

#### DIRECT LINE OF COMMUNICATION

Such direct, frequent and caring consultations between a director of a training center and a vocational school teacher are rare. "Ms. Grothmann is very easy to reach," says Cumberbatch. "At ESS, they take care of each individual student."

Cumberbatch works with apprentices from other vocational schools, but their teachers don't turn up on his doorstep as often as the ESS teachers, whose school won the main prize of the German School Award of the Robert Bosch Stiftung and the Heidehof Stiftung in 2017.

While the selection of the winner is based on the performance in six areas of excellence (see box page 25), one aspect particularly impressed the jury: the close cooperation between the ESS with outside partners, extending the

**4**

#### agricultural partners

They teach the students what life as a farmer is all about – beyond driving a tractor or harvester.



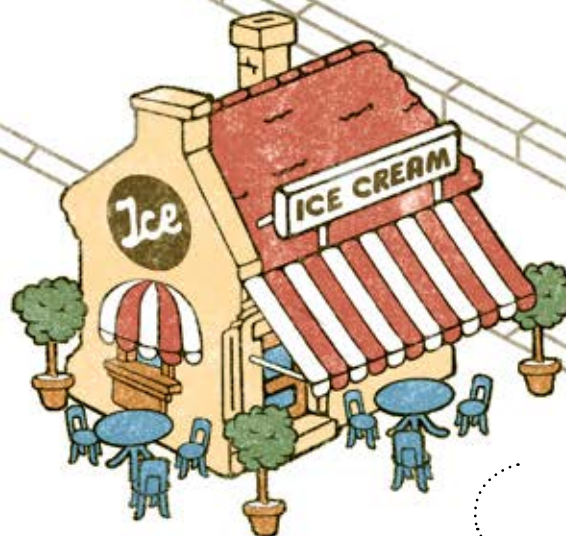


► school's sphere of activities far beyond the ESS grounds.

"Some teachers never look beyond their own campus," says Cumberbatch. A fact that is still common at many German schools. At the ESS, however, Cumberbatch has all of the teacher's cell phone numbers and the doors are always open. Including the door of deputy principal Barbara Bremert. "Three parties are involved in a training program like this, so all should be given equal voices," she answers when asked why constant dialogue and a direct line of communication are so important to her. In a case of emergency, students can even reach their teachers on their cell, when they're on holiday. "Pressing problems should be dealt with immediately, before they blow out of proportion."

#### REAL INSIGHTS INTO THE JOB

As future plans are forged between cot and first-aid cabinet in the medical office at Thibautstrasse, Doris Volkmar arrives at a building in the town center of Hamelin, which she first set foot in 42 years ago: The main building of the Elisabeth Selbert School on Münsterkirchhof was where she began her training as a nursery school teacher. Today, she's one of hundreds of partners, who contribute to the school's success. And the school is returning the favor: Doris Volkmar is the educational director at the association for Protestant nursery daycare and responsible for 200



employees. She is always on the lookout for good staff. "It's so much better when you can meet people face to face," says Volkmar, and hurries up the stairs.

A little later, standing in front of a class full of aspiring social education workers with Anna Watermann, mid-thirties, long purple hair, and Jennifer Litkei, 40, short, red hair - both from other social educational institutions in Hamelin that partner with the ESS - Volkmar is peppered with questions: How many hours do you work each week? What are the shifts? What kind of people are you looking for?

While they hold similar positions, three women couldn't be more different and are, in fact, competing for the best talents out there. But they don't see themselves as rivals. The social and educational institutions in Hamelin meet regularly with ESS school staff in interdisciplinary workgroups, something that is unique in Germany. "A small group of highly dedicated women had a great idea 20 years ago," says Volkmar. What's not to like? "We have the same political goals," she says, and "together, we pack a bigger punch."

#### A STRONG NETWORK

ESS classrooms have many visitors - be it people from cooperating institutions coming to inform the students of job opportunities, other ESS teachers, or Gisela Grimme, the school's energetic principal, who always keeps an eye on everyone. "We're a team. The old 'My course, my material, my class time' mentality is not for us," says teacher

5

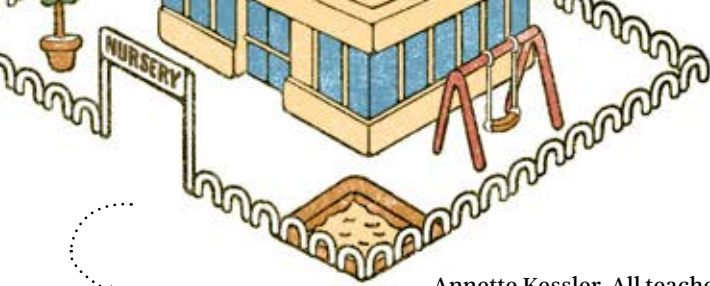
#### partners in catering services

ESS has just the right partner for everyone, whether they are an aspiring baker, salesperson, cook, or restaurant manager.



Social worker Jennifer Litkei (left) in conversation with a student.





7

## partners in social work

Jennifer Litkei and Anna Watermann are just two of a long list of partners.

Annette Kessler. All teachers make their course materials available to the colleagues online.

At the end of a long week, Grimme makes her way to the small attic room, where she's meeting the three partners who came to visit the classroom today, Anette Kessler as well as several other teachers. With amazing speed and lots of laughter, the women zip through an agenda of current projects and other items that need to be discussed

Grimme is a little hoarse. The previous day was a full one, even by her standards. Not, that she would ever admit it. For her, the day was perfectly normal. First, a meeting with local hairdressers to match them with apprentices, then a conference of the local charity network and finally, hosting a public debate between local candidates for the German parliament. "That's what my job's all about," she says. How could she stay on top of the current situation in her community without attending these events? How would she know, which restaurants are looking for an apprentice, and which of her students would be just right for the job? "I need a large network to do my job well," she explains, her voice croaking a little, clearly ready for the weekend. Her vocal cords manage to squeeze out a few goodbyes and a "see you at the children's party" to the other women, before they give out. This small, yet great group sets a lot in motion.



Journalist Eva Wolfangel works in a solitary profession. She was impressed by what can be achieved through close cooperation at ESS.

9

## partners for orthopedagogy

The ESS network ranges from partners dedicated to occupational therapy, to those assisting people suffering from disabilities or with autism spectrum disorder.

## A STAGE FOR CLASS ACTS

**Good schools** foster creativity. They exist in many communities thanks to a large number of dedicated teachers and administrative staff. The German School Award has been drawing attention to top schools for 11 years now – it's become a movement for high-quality education. The winners aren't the only ones who benefit; since 2015, the German School Academy, an institution funded by the Robert Bosch Stiftung and the Heidehof Stiftung, has been passing on experience gained from the School Award to other schools in Germany.

**The competition** is based on a comprehensive understanding of education that is reflected in six quality criteria:

- Academic achievement
- Approach to diversity
- Quality of instruction
- Responsibility
- School culture
- School development



The motto of the School Award is "Give wings to learning."



6

## health care partners

Germans are living longer than ever, so it's good when young people want to work in geriatric care.





# ACHIEVING THE IMPOSSIBLE



“

*Having empathy is key to  
the success of any  
collaboration.*

”



## PROFILE

Since 2007, **Prof. Jutta Allmendinger** has been President of the WZB Berlin Social Science Center, as well as a professor of social science and job market research at the Humboldt University in Berlin.

*Collaboration takes place everywhere, be that in the animal kingdom, in society, or in science. Education sociologist Jutta Allmendinger explains why cooperation is such a successful concept.*

**H**umans are social creatures. Research into evolution has taught us that even our earliest ancestors collaborated with each other. On a very basic level, there's not much that separates us from other animal species. Take the naked mole rat, for example, which teams up with others of its kind to make tunnels. If you dig a little deeper, though, you'll see that human collaboration is much more complex and multilayered. That's because homo sapiens also cooperate with individuals outside their family unit. Humans team up in relatively large groups, something that allows us to work in a highly targeted manner towards a shared goal, and decide collectively as a group what strategy we will take.

### COOPERATIVE BY NATURE

Anthropologist Michael Tomasella believes there are two reasons for this: One relates to an inherent trait specific to homo sapiens that manifests in our early childhood years. The other can be attributed to behavior marked by social and cultural influences that serves to secure an individual's membership in a group by observing special social norms. In short, we are collaborative by nature and quick to realize when we risk exclusion from the group by failing to cooperate with fellow members – and no one really wants that. Similarly, economists teach us that there are other motives that may be in play as well. These include incentives to minimize

costs or improve one's position in a competitive marketplace. Classical sociologists stress the role of values, norms, and interests as well. More recent theories state that cooperation can take place spontaneously as a result of interaction or interpersonal communication without there being the need for an overriding goal.

### ISSUES TOO BIG TO SOLVE ALONE

Continuing on the topic of targeted cooperation, let's turn our attention to the scientific community. What motivates scientists to collaborate? Research these days is incredibly complex; scientific progress at the pace we are observing would not be possible at all if not for scientific collaboration. Some issues are just too big; they require vast amounts of data, equipment, and other resources that any one scientist working on their own would never be able to supply. This includes research in the area of natural sciences, which tends to be much more costly than research in social sciences. The Large Hadron Collider is just one example of this. The newly established Weizenbaum Institute for the Networked Society in Berlin is run by a consortium including seven university-based and non-academic institutions, none of which could have secured the grant to carry out the €50 million project on their own. That's because the program requires an interdisciplinary approach to collaboration to effectively examine the effects of the Internet on individuals and society as a whole. Also, no single institute could have taken on and successfully completed such a complex mandate. A collaborative venture like the one described here makes better use of institutional resources by pooling expertise and sharing it across multiple disciplines.

But the deciding factor is not just the prospect of research funds or participating in prestigious projects. I would go as far to say that there's a shared empathy and genuine interest among researchers to collaborate. Having empathy is key to the success of any collaboration. And, naturally, scientists want to be good citizens of

their community. They're committed to their community, whether it be a scientific panel or an association. Furthermore, several factors are key to determining whether such collaborative efforts bear fruit. One of them is closely related to empathy; namely, trust. Each participant needs to know that the established rules are being adhered to and that obligations arising from them are met. When problems occur, everyone needs to work together to find a solution. All this requires constant communication between all parties involved, and the amount of time this involves should not be underestimated.

### WHAT HINDERS COOPERATION?

Now let's turn to the risks and barriers to collaboration. For one, goals can change or evolve asymmetrically. For instance, one member of the group no longer shares the same goals or is not fully committed to them. Problems can also occur if there is a change in management, which is particularly a risk when it comes to small-scale ventures. Conversely, if the structures in place are overly complex, there is also the risk of the organization becoming difficult to manage, which makes communication and coordination extremely difficult.

All that being said, the main barrier to collaboration is overestimating risks. This results in an overall lack of the courage and conviction necessary to achieve something great – or something that was even seen as impossible. For us to respond to the key issues we face today, including social cohesion, global warming, digitalization, and human health, we need to place our faith in others.

# GET ACTIVE TO PROMOTE AN OPEN SOCIETY

*An entire movement is growing out of numerous large and small campaigns currently taking place all over Germany. Their objective is more cohesion, tolerance, and democracy – an open society, even!*

**A**n open society only exists when there are people who stand up for it, especially at a time when populists and radical groups are calling more loudly than ever for isolation and marginalization, influencing the perceptions of many. The "Open Society Initiative" seeks to counteract this tendency and defend active, democratic values. With the support of the Robert Bosch Stiftung, a coalition consisting of numerous strong partners also encourages smaller action groups, initiatives, and individuals to nail their colors to the mast. Over 600 campaigns have already taken place thus far throughout Germany, from workshops, festivals, BarCamps and readings, to

film premieres and stage plays. A debate series alone – the Open Society's "Which country do we want to be?" – has already numbered over 10,000 participants, who openly shared their ideas on harmonious social cohesion. In June, more than 20,000 people throughout Germany celebrated the first Open Society Day. At 458 tables set up on sidewalks, in courtyards and in town squares, friends, neighbors, and strangers alike pulled together to send a strong signal for social cohesion and tolerance. In 2017, the Robert Bosch Stiftung is supporting a total of 57 campaigns throughout Germany.

Open Society Day will take place once again in 2018. Join in the action on 17 June and help give tolerance and democracy a human face!



## Acting in concert

Making diversity heard, rather than drowning it out: Inspired by Berlin's music scene, where all genders and sexual preferences find recognition, the Music and Discourse Festival creates a space for queer culture, with concerts, composition workshops for young women and transsexuals, and discussions on feminist music.



## Children's concert around the world

Respect and concern for people of other cultures, who make our society more diverse – that's what children sing and dance for at the intercultural children's concert of the SAMOVAR Association for Russian Culture and Education. Along the way, they expand their own awareness, too.



### Handpicked

This campaign takes a stand for mutual understanding and raises awareness of sign-language literary translation. Live on stage and in a book, poems are translated in both directions. Spoken-word poems are read aloud and translated into sign language, and sign-language poems are translated into spoken-word.



### The Encounter Bus

Next stop: open society. Leading up to parliamentary elections, the Encounter Bus travels to stops around the east of Germany. During social activities like cooking, people from diverse backgrounds come together to share their points of view and exchange ideas.



### Neukölln Open

Does Speakers' Corner only exist in London's Hyde Park? No, Neukölln in Berlin has its own version! At this festival, Berliners learn how to get more involved in society and become politically active at this open festival. They also discuss new forms of solidarity at forums and workshops and listen to poets at the iSLam poetry slam.



### DEMO

Voting makes things happen! DEMO, a youth movement, encourages first-time voters and non-voters to make their voices heard at the parliamentary elections. Accompanied by a social media campaign, DEMO increases young people's political awareness and heightens their interest in social issues.



### Speak up! Tacheles for tolerance

What is the best way to respond to racist or populist clichés? Two actors work together with their audience at a pub night in Esslingen to develop counter-strategies. Through the use of humor, Caritas conveys a message of tolerance, civil courage, and solidarity.



FIND OUT MORE ABOUT OUR CAMPAIGNS AT:

► [bosch-stiftung.de/opensociety](https://bosch-stiftung.de/opensociety)



# ALL THE CITY'S A STAGE

*An unusual combination of widely diverse partners from different sectors brings together refugees, immigrants, and longtime residents of the city of Bologna. A theater group, city administration, and a supermarket join forces as Actors of Urban Change with the goal of making their city a better place to live.*

by Julius Müller-Meiningen

**T**he Square of Colors - Piazza dei Colori - is gray tonight. The streetlights have been turned off and the outlying district of Bologna, with its rows of ruined townhouses, looks even gloomier than it does by day. A few teenagers sit on park benches, looking bored. Suddenly, a dozen figures emerge from the shadows. They form a circle and begin moving rhythmically and making noises that defy description. The improvisational theater group "Cantieri Meticci" is at work here. 13-year-old Marwan rolls up on a bicycle, his curiosity aroused. "What are they doing here?" he wants to know. "Theater," someone answers, to which he replies, "What? Here, in this bad neighborhood?" Marwan, who lives around the corner, stands where he is and watches the group with a mixture of bewilderment and tension.

The theater group is one of three partners supported by the Robert Bosch Stiftung as Actors of Urban Change in Bologna. The Robert Bosch Stiftung program encourages and supports teams from the cultural, public and private sectors, who, at first glance, seem to have little in common. But as Actors of Urban Change, they are pursuing a common goal: They aim to make their city a better place to live. And they can only achieve this goal if all the partners contribute their strengths as effectively as possible. With creative formats such as improvisation theater, the theater group "Cantieri Meticci" awakens the interest of immigrants, longtime residents, and refugees. In the meantime, the city authorities contribute its experience and contacts - Bologna has a long tradition of valuing integration and cultural diversity. As a third partner, a Coop supermarket allows the theater





Just join in: On the outskirts of Bologna, strangers take part in improv street theater.



The theater people of Cantieri Meticci are able to use an empty warehouse belonging to the local supermarket as a workshop.

company to use its empty storerooms. It is here that the troupe rehearses and organizes the workshops that it offers in the city's outer suburbs or refugee centers.

#### THEATER WITH REFUGEES

The focus of the project is on people such as Ibrahim Traore, 25, who has lived in the city for 14 months. In his homeland, Ivory Coast, the political situation made Ibrahim fear for his life. That's what led him to flee across Libya and the Mediterranean Sea to Europe. In the refugee camp, he heard about groups such as these, who perform theater together with young Italians. "My friends laughed at me when they heard I wanted to perform with them," he recalls,

describing how they would ask, for example, if he had come to Italy to become an actor. That's for good-for-nothings, they argued. But little by little their skepticism crumbled, because Ibrahim's Italian kept getting better. He says that "reading, understanding, and translating texts, or just standing in front of an audience and speaking" all helped him find his feet in Bologna. He has made friends in the group and has even convinced 12 other young men from the refugee camp to come to the workshops. That's what it's about: making outsiders insiders, the outskirts vibrant, and Bologna more engaged and a better place to live.

"We're trying to reach people who are ordinarily excluded from these kinds of activities," says director ▶





A new way to learn Italian: Ibrahim Traore from Ivory Coast rehearses his lines for an upcoming play.



Director Pietro Floridia takes his theater to refugee centers, too.

►Pietro Floridia. He founded Cantieri Meticci back in 2014. Today, the group holds 12 theater workshops week after week in the city's outlying districts and refugee centers. Floridia wants to awaken the cultural potential that slumbers in the city's marginalized protagonists. "It's all about creating a network of common ground in a world characterized by individualism," explains Floridia. This motto is every bit as applicable to the three partners involved in the project. The city of Bologna had already established a center for civic participation and urban development for grassroots projects such as this: the Urban Center. The citizens, even those who've only been there a few months, have the chance to help transform their city into a place of greater openness and integration. "Urban development succeeds when all the different parties contribute their competencies," says Filippo Fabbrica of the Urban Center, which is based in the city center.

#### THEATER IN THE SUPERMARKET

The Coop supermarket, by contrast, is located in a district in the outskirts of the city. With the support provided within the framework of Actors of Urban Change, the theater people turned the supermarket's unused

storage rooms into "MET," an intercultural meeting place that has long since served as a home for people with widely diverse backgrounds and life experiences. Bologna native Lisa Siraco, 26, tells of the bias she felt back in the early days. "You keep your distance and feel afraid, and then somehow two months later you get to know everyone's life story and you're all part of one unit," she says. MET is a headquarters, workshop, and cultural melting pot all rolled into one. To get there, you have to cross the entrance area of the supermarket. When participants in workshops transform their improvisations into plays here, the checkout area becomes a stage. Curious onlookers may pause, and conversations may result. And so theater blends with reality, just like at the nighttime workshop at the Piazza dei Colori, where curiosity led 13-year-old Marwan to park his bicycle and join in the group's whole rehearsal. At the end he said goodbye with a handshake, adding that maybe he'll come again next week.



Theater that doesn't wait for an audience, but goes to the outskirts of town. Julius Müller-Meiningen was very impressed by this.



## ACTORS OF URBAN CHANGE

The Cantieri Meticci theater company was part of the program Actors of Urban Change by the Robert Bosch Stiftung in cooperation with MitOst association (MitOst e.V.). The program provides support and networking opportunities for initiatives throughout Europe which contribute to sustainable and participative urban development through culture. It offers 18 months of wide-range support for ten teams whose members come from the cultural, public, and private sectors. In Bologna, the theater group joined forces with the Coop supermarket and the Urban Center, the city's focal point for civic participation and urban development.



# ON-THE-FIELD LEARNING



*Getting children excited about soccer is easy. But what about social issues? The Learning in Stadiums project initiated by the Robert Bosch Stiftung combines the two. A report from Weserstadion in Bremen.*

**by Alexandra Frank**

**A** bundle of nerves, 13-year-old Isa keeps stepping from one foot to the other. But, as the reporter approaches him, he straightens his back and cuts a confident figure. “The game could have gone better,” Isa says with a serious expression on his face. “Yes, your team did lose,” the reporter replies. “And who are you?” Isa pauses for a moment to think, then goes back into character: “Kruse!” Of course! That’s his favorite player from the Werder Bremen team. “We’ll win next time. Today, the better team won,” he goes on to say. “That’s a

great attitude,” the reporter says. “If you come out on the losing side, you have to be fair and congratulate your opponent. You’re sure to score in the next match, Kruse.” “Actually, I scored in this one,” says Isa grinning.

His classmates begin to cheer. “Well done,” says Helmut Dunker in praise, quickly slipping out of the role he was playing. Isa is not a professional soccer player, and Helmut is not a reporter. But when visiting Weserstadion, home to Werder Bremen, holding a mock interview is simply something that must be done – just like touring the dressing rooms, VIP boxes, and, naturally, ►

“  
*Soccer can open young  
 people’s minds up to  
 issues they would  
 normally not discuss.*  
 ”

► the grandstands. But Isa and his 23 classmates from Links der Weser Grammar School in Bremen are at the stadium not just to imitate their favorite players or take selfies on the field. There is another purpose to their visit: learning about tolerance and fairness as well as about the social issues that pop up from time to time in the world of soccer as they do in the everyday lives of school-age children: violence, racism, and prejudice.

#### SOCCER OPENS MINDS

“Though these are all terms that children are asked to discuss in the classroom, they are abstract concepts for them,” says Vanessa Maas, project director at Werder Bremen’s OstKurvenSaal learning center. “That’s why we want to talk about these topics at the stadium, as soccer can open young people’s minds up to the issues they would normally not discuss.”

At the end of the stadium tour, Maas asks the children which of them had heard of fans turning violent. Many of them raised their hands to indicate that they had. Amed, one of three students with special needs, reports that he’s seen fans fighting on television. “It makes absolutely no sense. There’s no reason to fight over a game. The better team wins. It’s as simple as that.” Oguzhan, who is in full Werder Bremen kit, jersey and shorts included, tells everyone that he plays soccer and has often been witness to scuffles. “One time, I went between two players to break them up,” he reports. Isa himself has had several unpleasant experiences, including here at Weserstadion. While

attending a German Bundesliga match with his father, rowdy hooligans began tossing beer and other objects at fellow fans after a goal was suddenly scored in the 85th minute of regulation time. His father, fearing that a riot might break out, promptly left the stadium with his son. “What they did was really stupid.” His classmate Henry then proceeded to add: “I believe fans like that should be tossed out or banned from the stadium altogether.”

Maas nods in agreement. The main goal of the Learning in Stadiums (Lernort Stadion) project launched by the Robert Bosch Stiftung in 2009 is to spark discussions like the ones described above and have young people think about them. Teaming up with the DFL Foundation (formerly Bundesliga Foundation) and 17 other partners from around the league, it was possible to create a long-term project to raise young people’s enthusiasm for political issues.

#### LEARNING ON THE SIDELINES

Vanessa Maas and her colleague, Holger Wiewel, gather the young people for a workshop held in the stadium’s educational facility after they’ve finished the



tour. Wiewel, the project’s educational outreach director, takes great care in drawing a link between knowledge of sports and social issues. The workshop’s discussions and games are designed to draw attention to critical situations and break them down in a way that students can relate to their everyday lives: For example, it’s not okay for a coach to call his players stupid, just like it’s unacceptable for teachers to call their pupils such names. It is also inappropriate to yell out racial epithets at players of color or marginalize fellow classmates. “Visiting the stadium left a lasting impression on the young



Eighth-graders from the Links der Weser Grammar School believe violence and racism have no place at the stadium or in society.



“  
*A team that sticks together, regardless of where the players are from.*  
”

children and teenagers, even those who don't care too much for soccer,” says Holger Wiewel. Friends Selma and Mia, for example, were amazed to learn the stadium can seat 42,100 fans and that there are 130 designated spaces for people in wheelchairs. “People both young and old with disabilities should also have the opportunity to watch a soccer match live and move around freely throughout the stadium,” says Selma. And Mia, who is an avid handball player but not much of a soccer fan, understands that sports can help combat xenophobia. “We are a team that sticks together, regardless of where the

individual players are from,” she says to underscore her point.

#### BACK PASS FROM THE STADIUM TO THE CLASSROOM

The Learning in Stadiums project has two primary missions: to educate young people and provide them with a set of rules to live by, and to give schools new ideas. “We often hear teachers commenting on how they've never seen their class behaving as well as they did in the stadium,” states Wiewel. The new ideas generated can serve as an example to follow in the classroom. “The students would never have discussed topics like violence and prejudice with such passion in the classroom,” says Jannik Elischer, who works as an 8th-grade teacher and got to see his students from new and different perspectives.

For instance, Tanja is often quiet in the classroom, but was very vocal in the seminar in speaking out against discrimination. Or take Isa, who listened closely and demonstrated great knowledge during both the tour and seminar – even when the discussions did not revolve around Max Kruse, his favorite player.

## 1:0 FOR TOLERANCE AND FAIRNESS

**Lernort Stadion e.V.** is a non-profit association that aims to channel young people's interest in sports into raising awareness for civic education and increasing their social skills. Over 40,000 children and teenagers have taken part in the project since 2009. Following eight years of support, the Robert Bosch Stiftung will be handing the project over to its partners at the end of 2017. That is part of the Foundation's strategy – to bring partners on board to ensure the sustained success of its projects. The initiative is one example of how this can work. The DFL Foundation and the Federal Ministry for Family Affairs, Senior Citizens, Women, and Youth will continue to run the project from 2018.



Alexandra Frank witnessed tolerance and openness firsthand when she arrived at Weserstadion. As a St. Pauli FC fan, she was welcomed with open arms.





# THE COMBINED FORCE OF INNOVATORS

*Working under the motto that complex challenges require collective effort to solve them, the International Alumni Center is a place for former Robert Bosch Stiftung fellows to network.*

**by Eva Wolfangel**

**W**hat will today's topic be? Florian looks a bit lost for words. The 15 or so people in the group are sitting on chairs and padded stools, eagerly waiting for him to speak. The young man with short blond hair stands with his back to a brick wall, behind a retro floor lamp. "I'd like to talk about money; more specifically, about alternative sources of revenue for projects focused on journalism," Florian explains. He and his associates run a portal dedicated to news about Kyrgyzstan. For

the moment, everyone is working on a voluntary basis, "but we'll need money if we want to expand." Everyone nods in agreement. Each of them has some sort of background in journalism. They all got involved in the experiment without really knowing what it would grow to become: an open BarCamp for journalists. There are no fixed rules. Only the room is assigned. All that is needed is a shared interest in the subject. Everyone at the session can make suggestions, and if enough people come forward and express an interest, the topic is discussed, either by everyone or in smaller groups.

This whole thing is very experimental, and little is set in stone. But there is one clear goal: to tap into the potential of the Robert Bosch Stiftung alumni to ensure it does not go unused. “The Foundation made the decision to invest in these people because of the potential we see in them,” says Lisa Richter, who observes the goings-on from the side of the room. “The potential is still there, even if we are no longer funding the project.” Richter coordinates the Bosch Alumni Network’s media cluster and helps connect grantees with other fellows working in the field. She is an employee of the International Alumni Center (iac Berlin), a think and do tank established by the Robert Bosch Stiftung in early 2017. The idea behind it is that, by bringing alumni together to help shape the future of society, they can achieve so much more with all their power combined.

#### TAPPING INTO UNUSED POTENTIAL

Even before the project got off the ground, the initiators were amazed at all the pent-up creativity waiting to be unleashed. Over 40 suggestions were submitted by alumni journalists responding to the question of what they’d like to achieve with the network. The first ones are now being implemented, including a Balkan conference to discuss media coverage of the refugee crisis and a webinar on data-driven journalism. “It’s working extremely well. I’m so impressed,” says Richter. The BarCamp is another example. It’s held at the new iac Berlin Community Space, which all alumni can use for their events. The network is the brainchild of Andrea, a freelance radio editor and former Foundation fellow. Based on her own experience, sharing ideas with others really pays off: “I’m so focused on my own work. That’s why it’s great to meet up with people doing something completely different.”

How is a network created? Where do you start? How do you bring groups of people together to achieve greater things? These are some of the questions Richter and her colleagues have been tackling since the network was set up. Terms like “influencer” and “network analysis” are taking on concrete form

at the iac Berlin. Finding out what works and what doesn’t work requires a lot of trial and error. Each network is unique. “Our sole purpose is to serve as facilitators.” She and her colleagues work at the confluence of the specialty fields: “Problems are growing increasingly complex. They are taking on a more global dimension, and many problems cannot be solved on their own.”

Influencers include people like Natalya, who founded an NGO dedicated to promoting equal opportunity. Petite with blonde hair and sporting bright red glasses, she was raised in a family that lived on public assistance, bringing home to her just how important your background is in determining your future. Natalya is a high-powered woman with a will of iron who went to university and founded her own NGO. But what about all the other women? Can journalism truly thrive without diversity, without women playing a prominent role? She stands in front of the group with a look of intense determination: “A lot of people believe that they are simply ignored by the media. What can we do to give them a voice?”

This touches everyone, despite each member being so different from one another. They include Andreas, who works as press spokesperson for a trade association, freelance journalist Esther, editor Florian and video producer Christoph. They all speak with great passion. Everyone contributes their ideas and opinions to the debate. At the end of the day, everyone learns something new. Natalya has drawn interest from people who may not have otherwise heard about her network. The journalists have come to understand the views held by a group that feels ignored. Finally, Florian found out what makes a funding model work from the errors made by another initiative. In this case, the platform that Esther works for almost failed due to its payment model. “Things have improved since we took the step of examining who our target audience is and what content we offer them.” In short, focusing on the needs of readers and those who feel left out by the media are key to funding ventures in journalism – but this just a taste of what the alumni can achieve together as a group.

“  
**Many problems  
cannot be solved  
on their own.**  
”

## A MEETING PLACE FOR ALUMNI

### The International Alumni

**Center** (iac Berlin) is a think and do tank founded by the Robert Bosch Stiftung for alumni communities with a social impact. It advises other foundations and non-profit organizations, helps with establishing networks and initiates new methods of collaboration. The iac Berlin coordinates the Bosch Alumni Network, which connects former and current fellows, grantees and staff members of the Robert Bosch Stiftung and its partners, supports their activities to develop solutions to complex challenges of our modern world, fosters cross-sector exchange and secures their continual engagement with the Foundation.

40

**ideas** were submitted from the media cluster at the Bosch Alumni Network before the network was even officially launched.

Over  
1,400

**alumni** have registered at [boschalumni.net](http://boschalumni.net) since the online platform went live.

# THE FOUNDATION'S FOCUS

*What are the global challenges for the years to come? The Robert Bosch Stiftung has identified three major topics for the future and will concentrate its efforts to projects dedicated to these areas. Here are some examples.*



## SUSTAINABLE LIVING SPACES

### ON THE HUNT

*Junior researchers from all over Germany came together for the first Our Common Future youth congress.*

**W**hat do an astronaut, a research vessel, and school projects on bee mortality or sustainable fashion have in common? All of them were united at the first Our Common Future youth congress in Bremerhaven. 140 students, teachers and scientists from all over Germany discussed their research projects and gained special insights into the world of science, for example, by talking with former astronaut Thomas Reiter or exploring the research vessel "Polarstern." "It's interesting to learn about things that haven't even been researched yet," reports Kevin from Fürth, Germany. He and his classmates are exploring how to use resources more efficiently. Their everyday example is gold in smartphones. Teams of teachers and scientists could apply for the next round of Our Common Future until the end of November 2017. Only ideas related to sustainability issues will be given a chance to begin their work starting in fall 2018.

## SUSTAINABLE LIVING SPACES

### FIT FOR THE CITY OF THE FUTURE

First came a 24-hour workshop for developing ideas, followed by a prototyping phase. Now it's time for implementation. Two research projects, "Shaping Rural\*Urban Transformation" and "Open City," are the most creative ideas for forward-looking urban development to emerge in the first round of the "SPIELRAUM - Shaping Urban Transformation" program. "Shaping Rural\*Urban Transformation" analyzes how a city and its surrounding area are actually correlated, and what needs to



be considered within this context to promote successful urban development. The "Open City" project focuses on the openness of spaces and social, economic and ecological systems, as well as openness to the future. This is how the project seeks to develop new approaches and tools for a sustainable city.

## SUSTAINABLE LIVING SPACES

### NORTH AFRICA'S CITIES OF TOMORROW

How can cities become more sustainable and better adapted to residents' needs? The 18 participants of the "Baladiya" urban development program are currently studying this. The architects, urban planners and environmental engineers from Algeria, Morocco and Tunisia participate in multiple modules in Germany and North Africa. "In Germany, we get an impression of how the participation process can be organized," says Saloua Ferjani, a participant from Tunis.





SOCIAL COHESION IN GERMANY AND EUROPE

## EACH VOLUNTEER COUNTS

*German civil society is alive and well – around 50 sites in Germany are ‘Committed Communities.’*

**R**oughly 23 million people in Germany are civically engaged. But engagement requires local points of contact, organizational structures, and resources. And that’s exactly where the “Committed Community” program comes in. At around 50 sites throughout Germany, well-networked small and medium-sized cities with visionary policies are developing themselves further. The program helps them accomplish this by providing not only financial support, but also comprehensive consulting, qualification and networking services. The goal of the program is to promote cooperation rather than projects. One example is Ammerbuch, a small town in Baden-Württemberg with around 11,000 residents. For Katharina Brosda, coordinator of an engagement platform called “Ammerbuch Active – Diversity Connects,” the goal is clear: “Engaged people should be well supported and equipped, acknowledged, and taken seriously

in Ammerbuch.” The Committed Community networking program is a joint initiative of the Robert Bosch Stiftung, the Bertelsmann Foundation, the BMW Foundation Herbert Quandt, Generali Zukunftsfonds, the Herbert Quandt Foundation, the Körber Foundation and the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. For Brosda, every volunteer is a win for the community. “The more people share their knowledge and skills, the better!” she says. And there is certainly no shortage of opportunities to get involved. “Citizens can participate in a specific service, take part in planning, coordinating and supervising volunteer work, or help identify financing options and apply for project funds.” The key thing is to make sure that people interested in volunteering know where their support is needed at any given time. This is no longer a problem in Ammerbuch, thanks to the “Ammerbuch Active” engagement platform.

SOCIAL COHESION  
IN GERMANY AND EUROPE

## STUDY: WHAT THE PUBLIC AND THE ELITES REALLY THINK OF THE EU

Almost exactly one year after the United Kingdom voted to secede from the European Union, renowned think tank Chatham House published a study in June on the attitudes of Europeans towards the EU. The study is the first representative survey to compare the attitudes of elites and the general public. To this end, over 10,000 people from ten EU countries, as well as 1,800 representatives from politics, media, economics and civil society were surveyed. Despite agreeing on questions around solidarity and democracy, the attitude towards the EU varies considerably among the surveyed groups. Thomas Raines, co-author of the study, argues as follows: “The debate over Europe’s future should be reframed to reflect the breadth of views across the continent and give space to critics – delegitimizing opposing voices and values may only serve to bolster anti-EU sentiment.” Discussing behavior and values, especially those that differ, is one of the key tasks to which the Robert Bosch Stiftung is devoted as part of the “Social Cohesion in Germany and Europe” focus area.





MIGRATION, INTEGRATION, AND INCLUSION

## WE NEED TO TAKE A GLOBAL APPROACH

*Lloyd Axworthy is a Richard von Weizsäcker Fellow at the Robert Bosch Academy. To him, it's clear that the refugee crisis requires a global solution.*

**You were the Canadian Minister of Foreign Affairs and Minister of Labor. Now, you're working on refugee policy in Germany. What can Germany learn from Canada?**

**Axworthy:** I'm impressed with the great interest in the issue that prevails in Germany. But like anywhere in the world, refugees are often seen as a threat. Our experience in Canada shows that accepting refugees can be a good thing – if you approach it the right way.

**What exactly is going so right in Canada?**

**L. Axworthy:** We have a concept for providing private support for refugees, for example. Neighbors, families, or even church communities can come together and pool their resources to support a refugee – from language classes to helping them with their shopping. In this way, the refugees no longer feel so isolated, and the Canadians feel like they are making a contribution to societal development.

**Do Germans not have this same sentiment?**

**L. Axworthy:** I have the impression that there's a lot of enthusiasm here. But there aren't many opportunities to make use of that enthusiasm, because

refugees can't really become part of a community here.

**Have you observed this problem around the world?**

**L. Axworthy:** Yes. I was at a refugee camp in Jordan recently; 80,000 refugees live there, and they have no opportunities to get involved in the community.

**Your vision is a global refugee agency. Is that realistic?**

**L. Axworthy:** It's necessary. Currently, there are 22 million refugees, and that number is rising. They're not just fleeing political persecution anymore; they're trying to escape the consequences of climate change and many other things. We need to take a global approach. Some countries don't want to take in any refugees, while others are taking in more than they can handle. The system is in a state of collapse.

**You founded the World Refugee Council during your fellowship. Is that the first step on this path?**

**L. Axworthy:** At the very least, we have a clear mission: We need to start looking for solutions. The fellowship gave me the opportunity to make numerous important contacts. Ministers in the council hold discussions with activists and refugees. To find a solution, everyone needs to work together.



MIGRATION, INTEGRATION, AND INCLUSION

## MAKING FRIENDS IN THE 'WELCOME GARDEN'

Raisins are called "kishmish" in Arabic. Young people from the Weimar region and young refugees from Eritrea and Afghanistan are learning this and much more from their new friends, a group of young refugees from Iraq. They write names of cultivated plants in Arabic, Latin, and German on the blackboard. Students at a high school in Bad Berka, Weimar students of urban studies, and eight young refugees from a shared accommodation facility in Apolda work together on the garden surrounding Tonndorf Castle. They plant flowerbeds, make paths accessible, and transform the enchanted grounds of the moat with its insurmountable trenches into an intercultural welcome garden. They discover something surprising in the process: plants, too, have a migration history. While digging, sawing, and mowing lawns, the young people converse about their everyday lives and their hopes and dreams. "These Saturdays have been a lot of fun for me. It feels good to get to know young people from the area," says one refugee. The Robert Bosch Stiftung supports projects such as this through the "Diversity Workshop" program. The goal is to contribute to a vibrant neighborhood and help make diversity the new normal.



SOCIETY

## The new Responsible Citizens

They fight against racism, help migrants integrate, and support senior citizens and people with disabilities. They come up with creative solutions for confronting social exclusion, discrimination, and sexual violence. This year, the Robert Bosch Stiftung added 15 engaged individuals to its network and to the “Responsible Citizens” development program to promote their commitment. “Responsible Citizens” was developed in 2011 on the occasion of Robert Bosch’s 150th birthday. The network has grown considerably since then, and now numbers 170 highly engaged individuals.

INTERNATIONAL RELATIONS

## How can refugees participate in politics?



The possibilities and limits of political participation by refugees is the

subject of a research project at the International Institute for Democracy and Electoral Assistance (International IDEA). The initial results of the study, conducted worldwide with the support of the Robert Bosch Stiftung, show that informal means of political participation, such as civic or local initiatives, are the main forms of political participation through which refugees can make themselves heard.



INTERNATIONAL RELATIONS

## International experience for everyone!

*During ‘Aktionstag International,’ young people talked with politicians about the future of international youth exchanges.*

**D**uring the campaign Aktionstag International, young people visited members of the Bundestag at their constituency offices throughout Germany and offered suggestions on how to enable even more young people to gain international experience. The action day was organized by the international initiative “Aktionsbündnis Anerkennung,” an action group supported by the Robert Bosch Stiftung. The initiative aims to improve the framework

conditions for international youth exchanges and make them more visible to politicians. To achieve this, the Initiative also proposes specific political demands. One example is the mobility voucher, which is designed to enable each and every young person to gain educationally accompanied international experience. When young people learn values such as openness and a global sense of responsibility by going abroad, it benefits not only the individual, but society as a whole.



SOCIETY

## We choose freedom

**T**hey became inadvertent experts on repression and subjugation: In the run-up to the parliamentary elections, Der Tagesspiegel, a German daily newspaper, invited journalists who fled Syria, Afghanistan, Iran, Turkey, and Azerbaijan to discuss what freedom, democracy, and self-determination mean for them. The articles that followed from the conversations were then published by Der Tagesspiegel in its “We Choose Freedom” supplement. The project was supported by the Robert Bosch Stiftung and the Friedrich Naumann Foundation for Freedom.

► [bosch-stiftung.de/freiheit](http://bosch-stiftung.de/freiheit)

## HEALTH

# Support for the chronically ill

***BARMER and the Robert Bosch Stiftung bring a successful self-management program from the U.S. to Germany.***

**M**ore than 40 percent of Germany's population is affected by a chronic disease. Managing everyday life is a challenge for people who are chronically ill. Whether visiting the doctor, filing requests for care, or adhering to a medication plan, life with an illness requires a high level of organizational skills and self-responsibility. This is where INSEA can help, offering a program of self-management courses for people with chronic illnesses and their loved ones. Together with BARMER and other partners, the Robert Bosch Stiftung is bringing Stanford University's tried-and-true "Chronic Disease Self-Management Program" to Germany. In six course units, the participants learn to be proactive in the handling of their illness, as well as how to organize their everyday lives in a way that improves their quality of life. They also gain helpful advice on how to eat well and relax.

► [insea-aktiv.de](http://insea-aktiv.de)



“  
Over 40 percent of  
the population is  
chronically ill.  
”



Ten schools based in socially deprived parts of Berlin got turned around by the project.

## EDUCATION

## School Turnaround

**A**fter four years of participation in the project "School Turnaround" one thing is certain: The ten schools based in socially deprived areas in Berlin have improved significantly. With the help of experts, the schools implemented sustainable team structures and concepts that contributed to an increase in graduation rates and a decrease of absenteeism. The learnings will be used to build actionable knowledge on how to better support low-performing schools in high-need areas.

► [school-turnaround.de](http://school-turnaround.de)

## INTERNATIONAL RELATIONS

## The world in 2027

Global health, data governance, transnational terrorism - three issues which are expected to dominate the international agenda in the future. As part of the "Global Governance Futures" program, young professionals from China, India, Japan, the US and Germany looked ahead to the year 2027. Will global pandemics pose a challenge not only for the health care industry, but also for public safety? Who will have power over our data in a digitalized society? What would happen if a new type of terrorism were to emerge, one in which socially marginalized and frustrated people from Western countries were to carry out attacks in their own countries? In this thought experiment, the 25 fellows, among them junior scholars and employees from both the public and private sectors and NGOs, contemplated future challenges facing the global community.

► [bosch-stiftung.de/ggf](http://bosch-stiftung.de/ggf)

## SCIENCE

## Fake news versus science

This November, the international Falling Walls Conference took place as part of Berlin Science Week - with the Robert Bosch Stiftung as a partner. Also, for the 12th year in a row, the Foundation hosted the 'Berliner Wissenschaftsgespräch'. This year, the focus of the scientific discussion was the confidence crisis in science and how to deal with fake news.



INTERNATIONAL RELATIONS

## HOMECOMER

*Nicoleta Proștean was a scholarship holder in the program of the Rochus and Beatrice Mummert Foundation, sponsored by the Robert Bosch Stiftung. The program provides funding for future executives from Central and Southeastern Europe. Back in her native Romania, she is now a business strategy consultant. But for years, social engagement has been equally important to her.*

**What did you particularly like about the scholarship program?**

**Nicoleta Proștean:** Without the other scholarship holders, the whole experience would not have been nearly as valuable. I got to know a lot of new colleagues across Europe with whom I'm still in contact – they are now friends for life. My mentors and patrons also gave me valuable input that helped me get started in my career.

**What parallels are there between your professional activity and social engagement?**

**N. Proștean:** Both in the IT field and as a consultant, I'm constantly searching for solutions, for instance, what can I do to improve my products through creativity and innovation? The same situation is reflected in civil society. In this domain there is always plenty of room for creative solutions. Both in my professional life and in my voluntary work it is important to me that I have a positive impact on my environment.

**Of all the experiences you gained during your scholarship, what can you apply to your engagement in Romania now?**

**N. Proștean:** The founders' vision – to strengthen Southeastern Europe



2013



2017

economically and therefore contribute to the stability of Europe as a whole – inspired me from the beginning. People need an ideal that they can pursue. As a Mummert alumna, I believe that now more than ever. We graduates of the scholarship program are pioneers in our home countries. Through our international experience, we develop our personalities further and are able to use our knowledge and experience to launch new projects and bring about changes. With this in mind, my friends and I founded the Homecomers Community, which comprises experts from various disciplines who intend to apply the occupational training and experience they gained internationally to activities in their home countries.

**You are involved in many different NGOs. What would you like to accomplish for the future of Romania?**

**N. Proștean:** I'm proud of the fact that more and more young Romanians understand they can contribute to the development of the country. But it makes me sad that so many skilled professionals emigrate. These are some of the reasons why I get involved and try to make a difference in Romania. Because of my affinity for IT, I also helped the NGO Romanian IT build up a network of Romanian IT executives in Germany. I'm a member of the Romanian think tank CAESAR, the Cluj-Napoca Rotoract club, and the alumni association of the Rochus and Beatrice Mummert Foundation.



Hans-Werner Cieslik, Sandra Breka, Joachim Rogall, Uta-Micaela Dürig (left to right).

FOUNDATION

## Expanded Board of Management

As of September 1, Sandra Breka and Dr. Hans-Werner Cieslik have joined Prof. Joachim Rogall and Uta-Micaela Dürig in managing the operations of the Robert Bosch Stiftung GmbH. Sandra Breka, 45, previously headed the Foundation's Berlin Representative Office. Prior to joining the Foundation in 2001, she worked at various institutions in the field of international relations. Hans-Werner Cieslik, 57, who joined the Management of the Foundation in 2009 following many years of management roles with the Bosch Group, is Chief Financial Officer. Joachim Rogall, 58, now serves as chairman of the four-person management team and as CEO.

#23

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