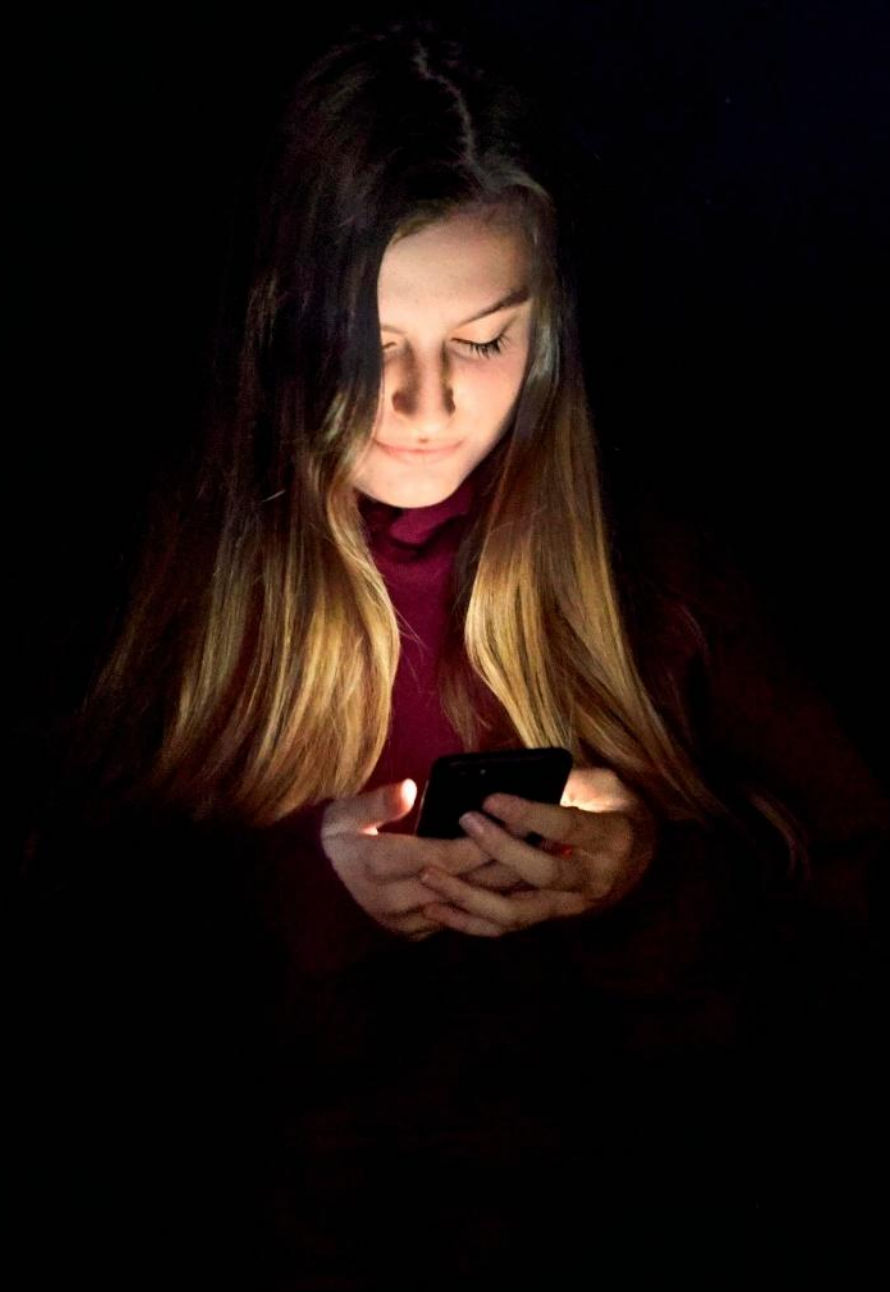


# The Magazine



**New Learning**  
What does good  
digital teaching  
look like?

**New Life**  
Why refugees  
become  
deeply involved  
in society

**New Thinking**  
What can  
be done to  
combat  
online hate  
speech?



## Dear Readers,

After more than ten years of the same design, our magazine now has a new look. And not just the magazine: we've given our whole corporate design a facelift. A new logo, a greater variety of colors, a more distinctive font and authentic images: these are the most important features of the change.

The new design is the expression of an inner transformation that the Foundation has undergone in recent years. We continue to stand by our founder — but we have become more modern, diverse and approachable. So it only made sense to cast off the gray mantle of our former design.

But the title “New” means even more. One of the key missions of the Robert Bosch Stiftung is to create new frameworks and set in motion changes in society. In this issue, you'll learn about some of the projects in which we're doing this.

We hope you enjoy the read!



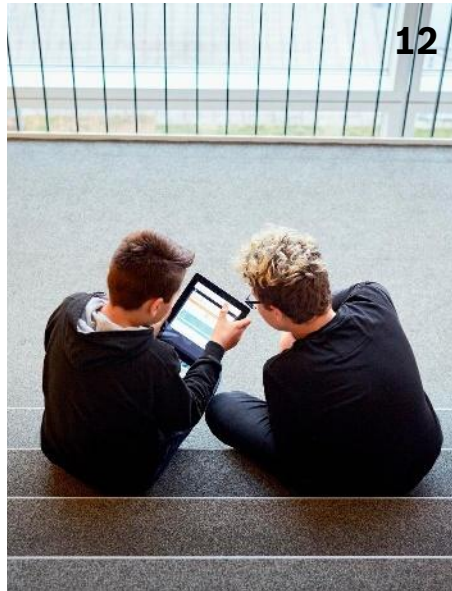
**Joachim Rogall, Uta-Micaela Dürig, Sandra Breka, Hans-Werner Cieslik**  
Board of Management of the Robert Bosch Stiftung GmbH



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**“Success doesn’t depend on a brilliant idea, but on persistence. In the end, it’s the small steps that bring about major change.”**

Steven Wang on page 28

# What's new in the world?

From the Internet to urbanization:  
We take a look at what makes the world turn.

**Between 2010 and 2016, the number  
of countries around the world  
that curtailed their citizens' freedoms  
rose from 49 to 67 percent.**

The number of people suffering from  
diabetes worldwide:

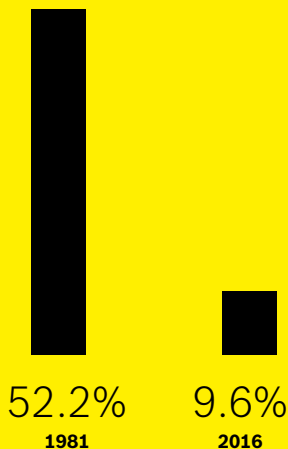
1980:

**108 million**

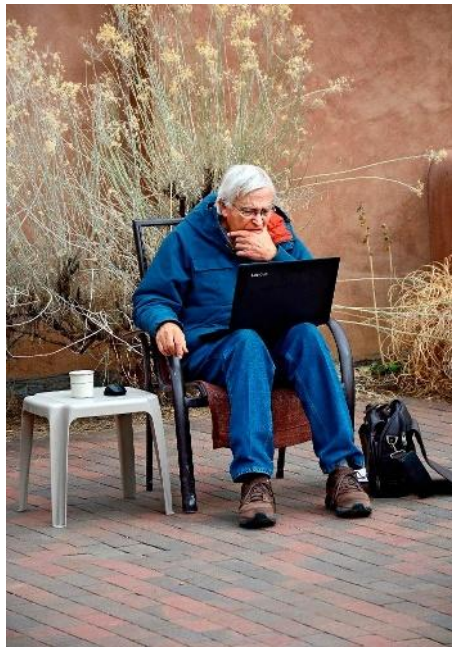
2016:

**422 million**

Globally, fewer people are  
living in extreme poverty\*



\*per capita income less than 1.25 US dollars



**4  
billion**

people are online around the world  
today. In 2002, it was 600 million.

Tragic trend: Since 2001

**22  
new walls**

have been built between countries.

More people than  
ever before are being displaced:

**65.7 million**

in 2016.  
It was just 37.5 million in 2006.

Fewer local shops:  
**28 percent** of  
Germans need a car  
to get to the nearest  
grocery store.



# New Perspectives

Alise Krümina went on her first student exchange program.



**Alise Krümina**  
attends a secondary  
school in Bavaria.

Participating in an exchange program was a great opportunity for me to experience something entirely new. My family immediately said: You've got to go! It was so exciting—just the language alone: we couldn't speak any Czech, and they spoke very little German. It was more than the experience you get from being on a day trip; we really had the chance to get to know each other. We spent a week together living at the school, we had to figure

out how to get along. It felt like home pretty quickly; there were students I hit it off with. And, just like in Augsburg, there are girls there who enjoy gossiping about others. I'm still close friends with one of the girls from the exchange program. We talk about everything, usually on Snapchat. I also know one word in Czech: Ahoi! It means "Hello." During the program, we had to communicate through gestures, drawings, and in English. We actually had a lot in common: social media, music, clothes. I think it's great that brands aren't so important to the Czechs. They don't care whether clothes are from Nike or H&M. And everyone has a hobby: sports, draw-

**"My family immediately said: You've got to go!"**

ing, soccer, dancing. That's not the case where I live in Germany. It's crazy that so many Czechs are so proud of their history. We were sitting in the bus to Prague, and the Czech students started singing folk songs. At first, it was strange, so unfamiliar, but ultimately I quite liked it. We don't know any folk songs. Not even our teacher knew one. This experience definitely gave me a different perspective on the world. I learned that I should be more open-minded toward other people—it makes things easier when it comes to making contacts. I can definitely imagine working abroad in the future. I like the freedom of traveling. I immediately applied for another exchange program and recently went to England for the first time.

**Alise Krümina, 16,** is a student at Kappellen Mittelschule in Augsburg. She is in the tenth grade. Her trip to Liberec in the Czech Republic was her first exchange program. It is organized by the school and financially supported by the Bavarian Youth Council. With its initiative **"Going Abroad**

**Makes a Difference,"** the Robert Bosch Stiftung is making a contribution to improving the conditions of international student and youth exchange programs. The goal is to give all young people in Germany and Europe the opportunity to gain international experience

The small town of Kalbe in Saxony-Anhalt was on the verge of becoming a ghost town. Until the young artists arrived. They spend time in Kalbe every summer and winter, giving workshops and concerts.

## The Reunification Child

**Susett Kamp, 27, dental assistant, Kalbe**

It is immediately tangible when the artists' campus takes place in Kalbe. The town flourishes. The newspaper is thicker with more to report on, people are in high spirits and young folks ride around everywhere on their colorful bicycles. This is quite different for us than usual. Kalbe is my home, and I always knew that I would stay here. It is quiet here and everyone knows everyone else. But over the last few years, things turned a bit too quiet. The air of decline was all too apparent. The old town festival, the castle festival that went on for an entire weekend – it is all gone. Most of my schoolmates moved away long ago. We were the last of the high-birth generation, the reunification children. We reached our lowest point about four years ago. Then came the "Artists' Town Kalbe" project. Many folks from Kalbe helped to make it happen: we cleared out and prepared empty houses and provided sponsorships for artists. This would not have been possible if we hadn't combined forces. I think the artists can sense that. They feel very much at home here.

We enjoy many events during the campus days. My favorites are concerts; jazz in particular allows me to zone out. Scholarship holders and the residents of Kalbe meet every Friday for a public atelier tour and together celebrate in the artist barn in the evenings. Refugees also attend – they are called new citizens in the artists' town. Involving the new citizens is part of the initiative. They attend the events, grow vegetables

in the Garden of Nations, there is a choir of nations and an international Advent celebration.

The fellows, i.e. the scholarship holders contributing to the "Artists' Town Kalbe" project, play a part not only with their art, but also with their unique perspectives. They jolt us out of our day-to-day routines. They take each day as it comes. Some of this equanimity has rubbed off on me. Now, I frequently think, oh well, if I can't get it done today, I'll do it tomorrow. The artists' view on our home is also completely new. For her project, one artist took pictures of apartments and houses in Kalbe, many of which are vacated. I am familiar with those buildings, they

**“The artists' view on our home is completely new.”**

are filthy and dilapidated. But suddenly they looked beautiful in her photos. She was able to capture unique moments, such as the light shining through a window or a fly sitting on the wall.

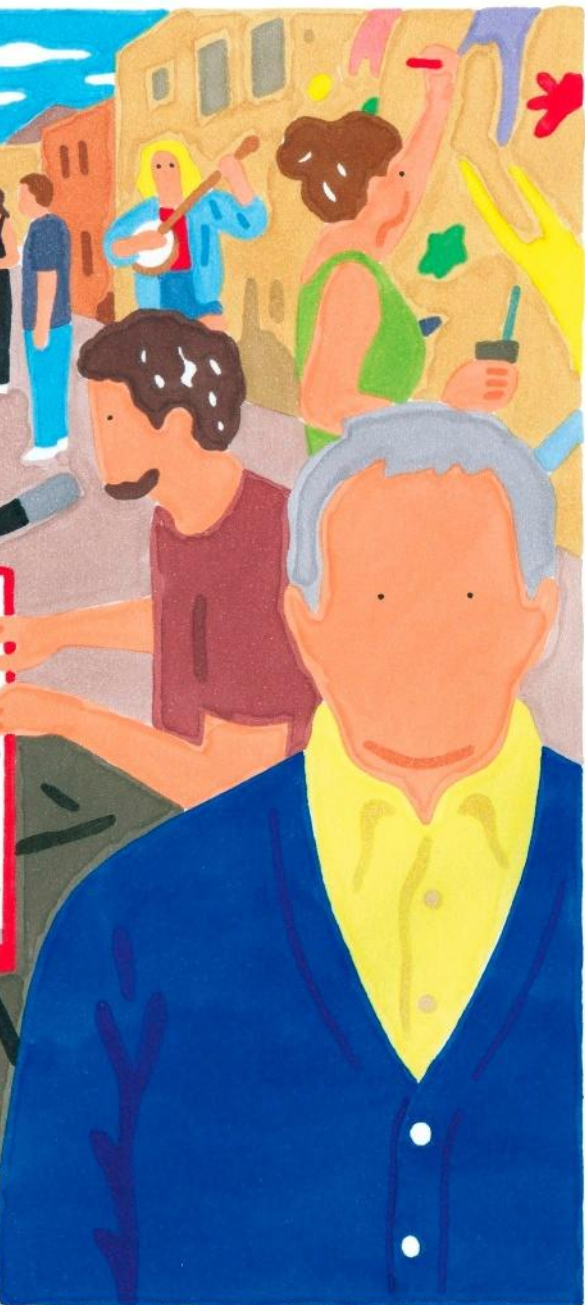
By now, there are also more events taking place outside the campuses. The people of Kalbe are motivated. There are frequent concerts in the council chambers and some artists are also here outside the campus season and offer weekend workshops and painting classes for children, for example. Some artists are even considering buying a house here and moving to Kalbe for good.





The initiative is part of the “Land Reclaimers” program, which aims to revive communal living. What does this mean for a pensioner in Kalbe? What about a female in her mid-twenties?

## The Long-Time Resident



**Volker Büst, 67, pensioner from Vienau, a village in the commune of Kalbe**

My favorite thing to do is converse with the art students. It is good to have new people to talk to. There aren't many folks here in Vienau that like to talk about politics. I am often surprised at how little people actually know about the GDR and the East. But the artists are interested and open-minded, which I like. Two years ago, my wife Claudia and I for the first time accommodated fellows at our house during the winter campus. We have plenty of space, as my son is now living in Leipzig. I was born here, in this house. Back then we had a vibrant village structure, there was plenty of work in Kalbe, and the school bus was always full. But nowadays, there are hardly any children left in the villages. Vienau is doing quite well. We have about 100 residents, our own soccer club, a church and a castle. The latter is unfortunately derelict by now, only the administration building is still intact. It now houses the artists' studios.

Some citizens of Vienau were initially skeptical about initiating an artists' town, some are still now, in fact. But many are curious. During campus time, the artists present their works every Saturday. More visitors come every week, also from outside the area. They take trips to Vienau with the entire family, have a picnic, weather permitting, and the children play on the meadow in front of the castle. The fellows come from far away, places like the Ukraine and Bei-

jing. Yanchuan Yang was probably the first Chinese to set foot on Vienau ground. He speaks little to no German or English, but we were able to communicate with each other. His art project was a huge wave of branches that he arranged around the entire church. I helped haul the material and urged the locals to come by with their tractors with some greens and cuttings in tow. As a thank you, Yanchuan gave me two of his abstract paintings. They are now hanging on our living room wall next to my aunt's large grandfather clock.

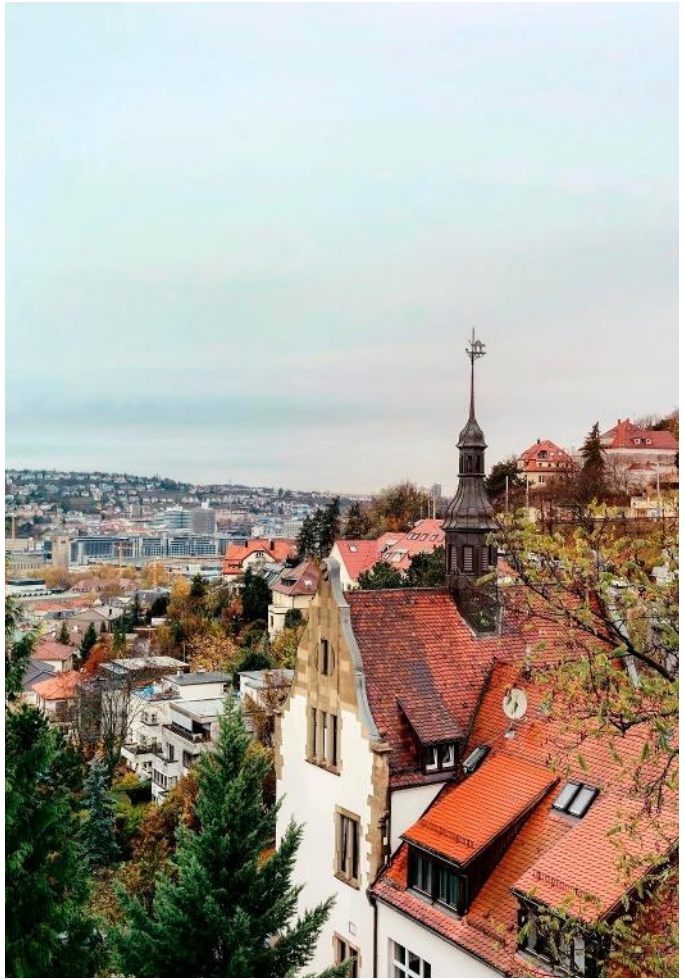
### **Land Reclaimers** With the “**Land Reclaimers. Shaping the Future Locally**”

program, the Robert Bosch Stiftung supports people who aim to reshape the way of life in their community or neighborhood — with novel ideas, and always for the common good. The idea behind it is structural transformation: while the space for social initiatives is becoming increasingly scarce in metropolitan areas, rural areas are vacant and confronted with a lack of supply of everyday things. The program is geared towards associa-

tions, initiatives and individual people in the federal states of Brandenburg, Mecklenburg-Western Pomerania, Saxony, Saxony-Anhalt, and Thuringia.

In 2012, Corinna Köbele from Kalbe crafted the idea “Artists' Town Kalbe.” The project was such a success that the artists have been flocking back to the city twice a year ever since. Köbele is being supported in the “**Land Reclaimers. Shaping the Future Locally**” program from 2017 to 2019.





## A day in the life of: Hussein Hamdan, Islamic Affairs Consultant

How do Muslims become active partners in society? Dr. Hussein Hamdan is dedicated to promoting the dialog between different denominations. There is no other job like it in Germany.

Every day has something new in store. I travel a lot, as I generally provide on-site consultancy. Thus far, my primary clientele consists of community representatives. I'm surprised at how little knowledge the communities have about Islam and Muslims here. Sometimes it feels as though they only moved to Germany a few days ago. So many misgivings, clichés, so much misinformation has been spread in non-Muslim society. So I have my work cut out for me.

Sometimes I deal with simple matters: a mayor who is planning a city festival and who is looking to involve the Muslim community. But he or she has no idea whom to approach. And most of all how. Other times, the issues are more unique. A Sufi association wanted to offer support services for asylum seekers in a collective housing center. The community asked me to assess this particular group. Having studied Islamic and religious studies, I am also qualified to contextualize Sufism. My job is frequently referred to as a "door opener" or "bridge builder." I think that is only in part an adequate description. I also enable people to converse by educating them and imparting knowledge. Then it is up to

them to decide how to use this knowledge. For example, I initiated a round table in a city together with city officials, churches and a mosque. Now, the mayor partakes in the fast-breaking of Ramadan as a matter of course. This builds a sense of closeness and trust. I still see so much unused potential in this country. I hope to change that.

But then there are also other moments, like when I sense that despite my work, no dialog has taken place; this can be due to numerous reasons. At times, I wish the Muslim community would show more effort, commitment and more professionalism in communicating. One time, a mayor welcomed me by asserting that we had only half an hour for the discussion, to then go on and explain ad nauseam how the world works. Eventually I had to put my foot down. I said "It is my turn to talk," and took over the conversation.

On a day-to-day basis, I see a lot of gratitude, but also condescension and incomprehension. But I also have my own wealth of experience to draw from—a toolbox in these types of situations. Let me elaborate on this briefly. I came to Germany from Lebanon at the age of seven with my parents and

grew up in Rhineland-Palatinate. I am very grateful to this country for many things, though I also know the feeling of being an outsider. When I was young, it was soccer that got me through this. Soccer teaches you how success evolves from a communal

**“Soccer teaches you how success evolves from a communal effort and that each individual carries responsibility.”**

effort and that each individual carries responsibility. One time, I was the last player to take a penalty in drizzling rain. Those unbearable seconds of placing the ball on the spot and taking the run-up while everyone holds their breath can truly influence you. And when I was in a difficult project phase and on the way to a meeting while wanting nothing more than to go home, I thought back on this penalty shoot-out. That helped me to take responsibility and win people over for my ideas, despite their initial resistance. Every meeting is unique. What they do have in common, though, is that I always need to be 100 percent prepared and focused. I ring out many days with music, especially if they were demanding. I am a Beatles fan. Music helps me to unwind.

### The Islamic Affairs Consultant

More than 600,000 Muslims live in the federal state of Baden-Wuerttemberg. Many were born and raised in Germany. But Muslim stakeholders being able to participate in communal fields of public activity is by no means a matter of course. This is

where Dr. Hussein Hamdan, the Islamic Affairs Consultant, comes in. He has been advising municipalities and Muslim communities as part of the **“Partnership with Muslims in Baden-Württemberg”** project since 2015. He conveys information about Islam to municipalities and supports Muslim

organizations in finding ways to take part in societal decision-making processes for their city or municipality. The project is supported by the Academy of the Diocese of Rottenburg-Stuttgart in cooperation with the Robert Bosch Stiftung and the University of Public Administration in Kehl.

TEXT  
Christoph Dorner

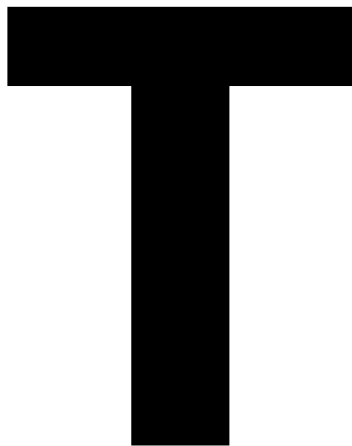
PHOTOS  
Julian Baumann

# A New Way to Learn

The Forum Education and Digitalization supports schools as they make the transition to digital technologies. But what can high-quality lessons with digital media look like? A secondary school near Munich is finding out.







he bell is still the same: four descending notes from the PA system announce the start of the third period. “Any questions, anything not clear?” English teacher Andrea Holler asks her class. A projector beams an exercise onto the wall. The 29 students in class 6c at the Oskar-Maria-Graf-Gymnasium, a high school in Neufahrn, pick up iPads from a silver case brought in by Holler. Then they disperse in all directions of the zeppelin. This is what the boxy annex building with no blackboards or chalk has been christened. The students in 6c gather in groups at various classroom stations to learn about Sherwood Forest in Nottinghamshire. The subject is covered in the 6th grade class’s printed textbooks, “which, unfortunately, aren’t exactly up-to-date anymore,” Holler says, rolling her eyes. Luckily for them, there are iPads now; the school currently owns 90 of them. Andrea Holler is a dedicated young educator, but during her teacher training, she learned very little about using digital media in the classroom. Once she recognized the educational potential



#### Digital classroom:

Is this the hybrid classroom of the future? Girls watch a video explanation, while boys fill out a worksheet in pen. The classroom has become a flexible learning space.

tablet computers could offer, however, she was immediately happy to invest more time preparing a lesson. Tablets have long since proven themselves a valuable tool in foreign-language learning. During the double period that follows, the students in 6c will create mind-maps on their iPads. They will watch interactive videos, complete a listening exercise, and film themselves while role-playing. The benefits are clear: cooperative learning promotes interpersonal skills, and the use of media improves students’ listening and speaking skills. The most surprising thing is how quiet the class is while working.

Digitalization impacts every aspect of our lives. The working world

#### The Initiative

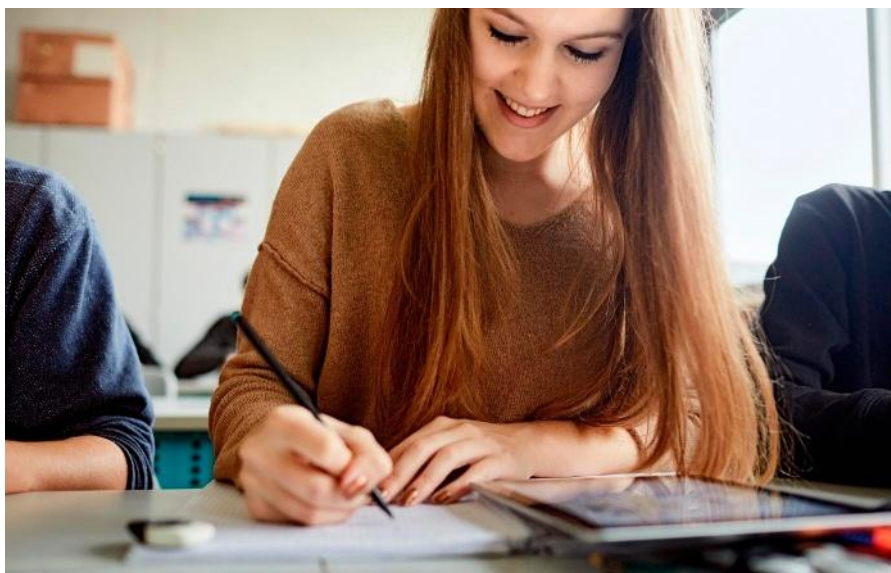
The “**Forum Education and Digitalization**” is a shared platform for actors from the education sector and the political, business, scientific and social spheres. In dialog forums and workshops, they swap ideas on how digital media can help solve

educational challenges, such as dealing with diverse groups of learners. The idea is to utilize the potential of digitalization to improve the education system and promote equal opportunity. The **Forum Education and Digitalization** was launched by the Deutsche Telekom Stiftung,

the Bertelsmann Stiftung, the Robert Bosch Stiftung and the Siemens Stiftung. The Dieter Schwarz Stiftung and the Montag Stiftung Jugend und Gesellschaft joined later. Additional funding comes from the Stiftung Mercator. More information: [www.forumbd.de](http://www.forumbd.de)



is rapidly changing, as well—something they’ve also noticed in Neufahrn, a small town on the northern outskirts of Munich. In that sense, schools like the Oskar-Maria-Graf-Gymnasium also have to put more effort into teaching students about digital literacy, as a response to demands from the business world and the majority of the population. At the same time, young people in Germany have already been living in a digital world for quite a while. According to a recent study by the Medienpädagogischer Forschungsdienst Südwest (Media Education Research Service Southwest), nearly all students aged twelve or older own a smartphone. They use it to write WhatsApp messages, “like” photos on Instagram, and send videos via Snapchat. But German students only receive an average rating when it comes to critically assessing sources and objectively exchanging information, according to the results of the International Computer and Information Literacy Study (ICILS), an inter-



**Proactive learning:**

Students discover a new passion for learning and become committed enough to work through exercises independently.

national study of eighth graders. How can schools provide high-quality instruction with digital media? And what role does the teacher play?

At the Oskar-Maria-Graf-Gymnasium, one guiding principle is that analog and digital methods can co-exist. On this school day in November, the students in class 6c aren’t the only ones doing their group work with iPads. The high school physics teacher sends data from an experiment to the students’ tablets via Bluetooth. In a seventh-grade German class, the students will record a ballad on their iPads and give each other feedback. During a break, eleventh grader Lilly gushes about how she can finally take notes in her digital textbooks. Her classmate Marcel, on the other hand, says: “If we don’t understand the material before we do the homework, the Internet can’t help us either.” In physics class, one student even gets frustrated with his iPad and pushes it to the side, preferring to work through the exercise in his paper notebook in pure analog fashion.

This might not be the digital school that folks in Silicon Valley dream about. At iPad schools in the Netherlands, children can even decide exactly how they want to fill up their individual study schedules. The “School of One,” a concept from New York, reassesses the mathematics curriculum for each student every day, based on the student’s progress. A revolution was never the goal in Neufahrn. Rather, the school modernized itself from the inside out with



**New ideas:**

The students create short video explanations of the educational content that they then show to the class.



prudent investments in technology and good employee management, like a medium-sized company. And that's exactly why it could serve as a model for schools that have not yet started the transition to the digital learning environment of the future.

The process in Neufahrn started with an educational decision rather than an iPad. In 2008, the faculty decided to place a greater focus on the individual educational development of each student. Two years later, the school introduced a double-period model to allow for phases of open learning and group work. The school's principal managed to get his colleagues on board with a systematic approach to working with digital media over the course of three years. Teachers worked

#### Progress:

What was quantum tunneling again? High school students search the Internet for answers. Their teacher swears by digital education: "Because we actually get to talk about physics for two hours."

#### Mobile:

Students collect iPads from the school's technology box. Then it's time to solve problems and upload files. They can keep working on projects from home via the learning platform.

in tandem in every subject area, which gradually developed into an internal professional development system that has now been expanded to schools in the entire Freising region around Neufahrn. The school of the future is more than just digital; it is also networked with other schools for a peer-to-peer exchange of content.

The Oskar-Maria-Graf-Gymnasium was one of 38 schools in Germany that participated in the "Workshop for Digital Learning" also supported by the Robert Bosch Stiftung. For one year, workshop participants discussed the digital transition in the educational sphere. It was a crossborder exchange of ideas, because education in Germany is the responsibility of the individual states, not the federal government. That didn't make it any easier to come to a consensus on reasonable standards.

On two gray November days, 350 representatives of the schools traveled to Berlin for the final meeting of the "Workshop for Digital Learning" – in a restored industrial building, they presented their recommendations for action to politicians and educational administrators. It's Friday morning, and the students from the participating schools are presenting their positions. Their key issue is that they want more opportunities for participation, which is why they've written the following in bold letters on a poster: "We want to participate." Anyone who wants to know more just has to ask Greta, a student from a secondary school in Gütersloh. The 18-year-old is a media scout and explains to students in lower grades how they can spot websites containing propaganda or hidden advertising. Greta says: "In our day-to-day lives at school, I often get the feeling that our opinion doesn't matter." You can also look at that statement from the opposite perspective: many people want to have a say in shaping the digital transformation, including students.

This is the context in which Angelika Bach found her second calling. She teaches German and religious studies at the Oskar-Maria-Graf-Gymnasium, and she was already in her mid-50s when she first encountered digital media for the classroom. Today, Bach produces short explanatory videos about the



subjects she covers in class; the students watch these videos at home so that they have more time to work on tasks together in the classroom. Bach enjoys the way her role has shifted: from knowledge broker to educational facilitator. It also allows her to work with her students on a level playing field: "There are experts in every class who know more about certain subjects than I do," Bach says.

Meanwhile, the groups of students in class 6c in Neufahrn have all rotated to the next classroom learning station. Lea and Franziska have retreated to the stairwell of the zeppelin; they perform improvised role-plays on the steps that their classmate Laura films with the iPad camera. The teacher, Ms. Holler, periodically visits the group during the class period to offer both praise and assistance. When Andrea Holler offers the students a break after 45 minutes, some of them are so engrossed in their tasks that they just continue with them.



## Interview with Katharina Scheiter,

head of the Multiple Representations Lab at the Leibniz-Institut für Wissensmedien (Knowledge Media Research Center) and professor for Empirical Research on Learning and Instruction at Eberhard Karls University in Tübingen.

### Why do schools need to go digital?

Digitalization has completely altered the working world. Today's children and teenagers will need to make their way in this new world in the future, so they have to start learning how to make sensible use of digital media as a cognitive tool while they are still at school. This also includes learning with media.

### At the moment, very few German classrooms make use of digital media. Why is that?

Technology in schools is an important subject in public discourse. Germany is a wealthy country, but many of the country's schools have poor IT facilities. However, there are countries like the Czech Republic that, despite having even worse IT facilities, perform better in medial literacy education than Germany in a comparative study because the teachers have a more positive view of digital media. Here in Germany, dedicated teachers are the primary drivers of the digitalization process.

### Why do so many teachers believe it's impossible to learn successfully with digital media?

Many teachers are not open to innovation. Their work environment is now undergoing a fundamental change and teachers are unprepared for it. One particular issue here is that teacher training and further education does not provide teachers with the knowledge base necessary for teaching with digital media.

### What might the digital learning environment of the future look like?

The rigid order of the classroom will fall away to a certain degree, and it will be complemented by flexible learning spaces. I would like to see a learning environment for students structured in such a way that they can reach for a tablet whenever one would be helpful in a given situation, but set it aside again when other activities are required.

### How will digitalization change the role of teachers?

Our understanding of the role teachers play needs to change. In problem-based, cooperative learning environments, teachers won't necessarily need to prepare and present all the information the way they do in a teacher-centered approach to education. Digital media is already making this a reality. Teachers will need to provide individual support for students as they learn, and to teach them the skills they need for independent learning.

# Who Am I?

TEXT  
Nicole Zepter

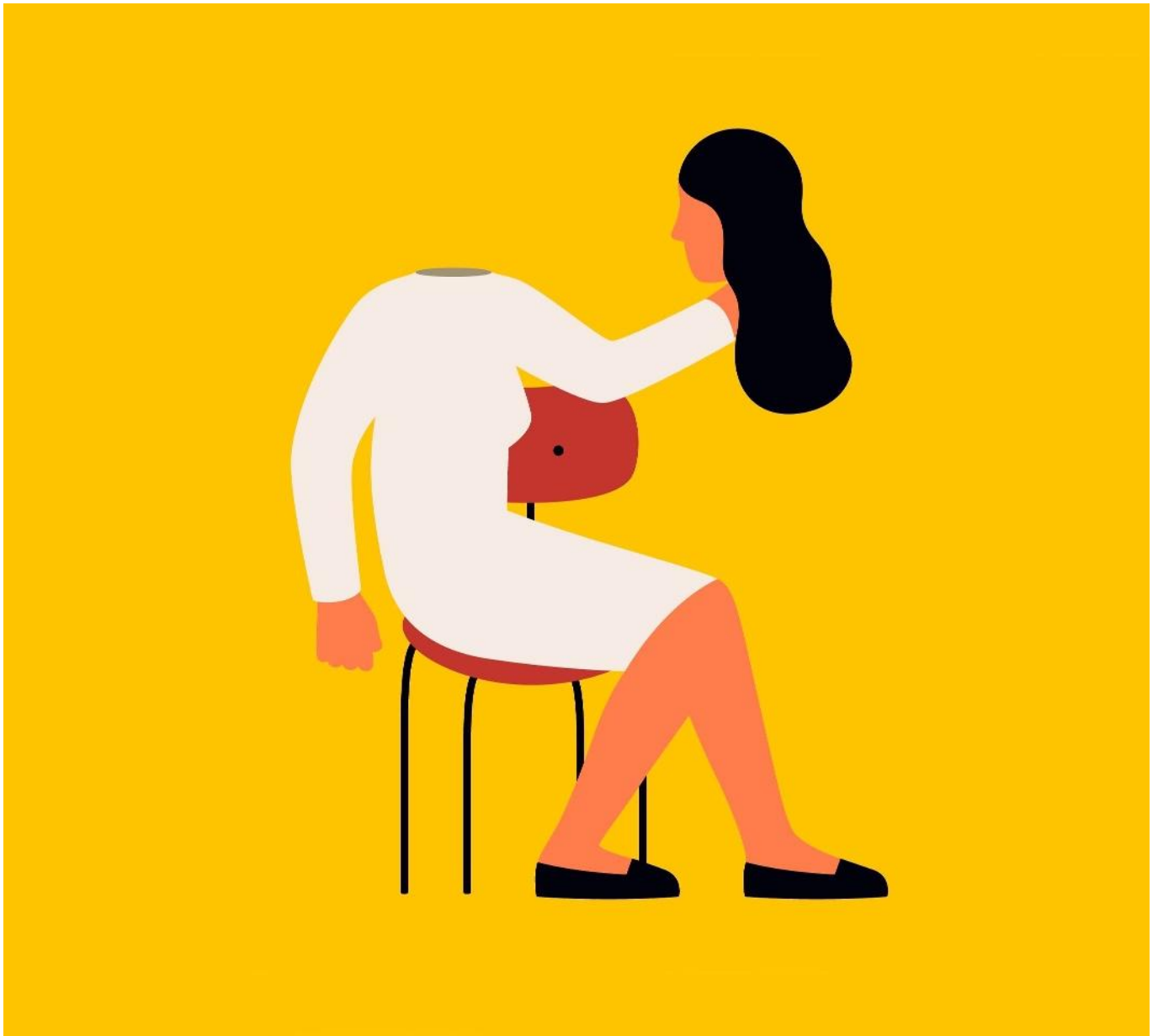
ILLUSTRATION  
Francesco Ciccolella

If people want to think differently and do new things, they have to leave their comfort zones. By doing so, they also change society, says author Nicole Zepter.

As a child, I often sat in my grandparents' kitchen as they told me stories that carried me off to far-away places. My grandfather rolled cigarettes and my grandmother made tea while the two of them told me about their friends, their escape and the landscapes of their childhood that they'd left behind. Wooden carvings hung on the walls, and there were boxes with photos of another world inside: their world. My grandparents came from Königsberg and Silesia. They were refugees, driven from their homelands with nothing but a passport in hand. They met during the Second World War, and now they were stranded in a small northern German town. Their world didn't exist beyond their front door. Outside their home, they were part of a whole other community: that of my hometown. It was part of their new life, a life that they'd adapted to and that wasn't compatible with their old life. This contradiction shaped their lives in a decisive way. This was their life, it was my life. Only much later did I ask myself: Who restricted their ability to be themselves to this small space? And who permitted that to happen? Identity is what defines us. It has the power to change our lives and the lives of others. It has the power to create boundaries — or tear them down. We go out into the world as we are and make it our own. This identity isn't a static construct. Every day, we decide what kind of person we want to be — either consciously or unconsciously. As a teenager, I learned to make conscious decisions and, like many others my age, to separate myself from family. I made the decision to stop eating meat. Today, I know it's not a question of forgoing something — it's a question of compassion. I like meat, but I don't want to eat it. I consciously took a stand against it. That became a part of my identity. When I made this decision, we were still sitting in the rickety backseats of our parents' cars without seatbelts, while they

smoked cigarette after cigarette behind the wheel. Our country was divided by a wall, and as children, we played “duck and cover” in the face of the looming atomic threat, the way we learned from a 1950s civil defense film. Europe as we know it today was a distant concept. My mother used to peel our apples, “because while that part might contain the most nutrients, it also contains the most pesticides,” she said. Parents weren't ashamed to physically discipline their children, men would often slap women on their bottoms without needing to fear any consequences, and later on, even in the early 2000s, my bosses could scream at me without any consequences. Not even my reply.

Societal conventions can be oppressive. They can rob us of our voice. We owe gratitude to every individual who ever broke with convention; it's because of them that we live in a different world today — a better world. Change isn't easy. It shakes the foundations of normalcy: an unfamiliar face in a group of confidants, a higher purpose, a greater challenge, a mistake, a new result that overturns all the previous facts, a man staying home while a woman works, a change in our culture. We measure our tolerance according to how we deal with change and growth. The ideas we stand up for today are the result of these experiences: the sexism debate, the disruption of hierarchies in the workplace, or even the mere fact that we have the option to buy organic foods. We try to move toward a better life bit by bit — ideally, with every decision we make. So what is it that makes us capable of changing? Sometimes, it's our own embarrassment. American conductor Marin Alsop became the first woman to direct a major orchestra in the USA in 2007. When she reported for her new job, the musicians wanted nothing to do with her; they were against the idea of being conducted by a woman. She sat down and talked with the orchestra



**“Every day, we decide what kind of person we want to be — either consciously or unconsciously.”**

anyway, and once they had worked things out, she performed for an ecstatic audience — they gave her standing ovations before the first note had been played. But Alsop herself has fallen into the same trap as the musicians she conducted: she once boarded a United Airlines flight and when she glanced into the cockpit, she saw that three women were going to be piloting the plane. Her first reaction was: fear! Her second: how can I get out of here? Normalcy provides us with a frame of reference, a sort of comfort zone. It's the self-evident things that a society agrees on. It allows us to feel safe, and maybe even secure. Breaking free of that sense of security challenges our identity. Alsop explains how she became painfully aware of her comfort zone at that moment. And that was the moment when the change happened: women belong in the cockpit, she realized. Her mindset transformed in a matter of seconds. The ability to recognize clichés is a vital prerequisite for taking the first step toward change, toward reassessing societal conventions. Toward asking: do things really have to be this way? After that, anything is possible.

TEXT  
Jan Abele

PHOTOS  
Michael Kohls

# In Forward Gear



## Background

Social inclusion is essential for refugees. Most refugees quickly want to work and have a great interest in obtaining more training and education. That's evident from a joint study conducted by the Robert Bosch Stiftung and the research department of the Expert Council of German Foundations on Integration and Migration (SVR). Their research was based on a series of interviews and the results were published in November 2017. The 62 asylum

seekers who were interviewed talked about their needs, expectations and qualifications and reflected on their current circumstances in life generally. The interviews clearly showed that interpersonal encounters and contacts are just as important for successful integration of refugees as custom-fit measures for access to training, work and language instruction. The publishers of the study recommend that integration strategies should place a greater focus on these objectives.



How do you begin a new life in a foreign country? By taking on an active role in society, for example. We make a point of supporting projects in which the principal agents are refugees themselves. A look at three impressive individuals.

### The Radio Founder

“If you want to achieve something, then you sometimes have to do what little children do. Make noise until you get it.”

Every day, **Larry Macaulay** demonstrates that his motto brings results. You can learn how to reach goals from him, no matter how far away they are at first. In 2014, following extensive efforts to raise awareness and drum up interest among potential listeners, his initiative “Refugee Radio Network” went on the air. On Macaulay’s broadcast, refugees tell their own stories, completely unfiltered. Afghans describe everyday racism in Germany. Refugees report life on the conditions in Greek camps. Others talk about what life in Europe is really like.

The Internet broadcasts now have up to 1.4 million listeners, and their creator is constantly on the road in Europe seeking to spread the word. He has already traveled to 17 countries and met policymakers and representatives of NGOs. He has even met Germany’s Federal President. There are already outposts of the station in some countries, but still far too few, he says. Does he have a life outside of doing radio? Hobbies, leisure pursuits? No time for anything like that, he says.

In November, he organized a large conference for refugees in Hamburg on the subject of media



awareness. He hopes to improve the conditions of refugees in Europe with his work. Macaulay’s voice rises when he talks about the German media. “At the peak of all the misery,” he says, “their question was primarily why the refugees can afford expensive smartphones.” He left Nigeria himself in 2011. “A country where murder makes right.” Via Libya, he traveled to Italy by boat; he doesn’t want to elaborate much on the subject.

Macaulay only starts to calm down again when he talks about Hamburg. There, he finally had the opportunity to create a radio program based on his idea, thanks to the broadcaster Freies Sender Kombinat (FSK) and the community station Tide. He bought a microphone for seven euros and then got started.

Was he nervous during his first broadcast? He shakes his head. He was involved in radio as a student in Nigeria. “Besides, I have an important mission, and fear would only get in the way,” he says. He wants to give refugees a voice and thereby give them back some of the dignity they have lost in the six-square-meter cells of the refugee shelters.

**Larry Macaulay** is the founder and presenter of “Refugee Radio Network,” which broadcasts on the Internet and at times as terrestrial radio, and has been awarded the “Alternative Media Award.” In November 2017, he organized the “Conference on Migration and Media Awareness.” The conference and the “Refugee Radio Network” receive support from the Robert Bosch Stiftung.



**Salma Jreige** came to Berlin three years ago. She is involved in “**Multaka**,” a partner of the nonprofit art project “Berlin Glas,” which helps artists with a refugee background create a livelihood for themselves in Berlin. The project receives support from the Robert Bosch Stiftung.

## The Museum Guide

The people she guides through the exhibition rooms of the German Historical Museum (DHM) are not refugees, says **Salma Jreige**—they’re new Berliners. “Every person who has emigrated for whatever reason and come to Germany has his or her own story.” In other words: no labels, please.

To return to the museum groups full of new Berliners: one thing they all have in common is the need to find their way in a new society, a new culture with new rules. That demands a lot of strength. This is where the project “Multaka” comes in. Initiated by the Museum for Islamic Art, the project trains refugees as museum guides. These guides, such as Salma Jreige, can then give visitors tours in their own languages.

“When the people who visit the museums learn how well regarded their cultures are here, it’s good for their sense of self-esteem. Good self-esteem is a prerequisite for feeling welcome, and it helps with the integration of newcomers.” Jreige herself guides groups through the German Historical

Museum. There, of course, the subject matter is German history, which is very important to her. “If you’re from Syria or Iraq and you see what Berlin looked like at the end of the Second World War, you can find hope,” she says.

**“If you’re from Syria,  
and you see what Berlin  
looked like at the end  
of the Second World War,  
you can find hope.”**

She notices that especially, she says, when she points out that women played a leading role in the rebuilding of the country.

When you see how focused Jreige is as she guides people through the museum, carefully explaining each detail and providing an answer to every question, you get an idea of how much this work means to her.

For the participants, it’s clear, these impressions must be very emotional. Questioned on this, though, Jreige reacts with a look that says: be careful of kitsch. She is more of a rational sort of person, she says. When asked about her own experience as a refugee, her own fears and losses, her reply is again tentative. “Not every refugee experience has to involve the most severe hardships.” She grew up in Damascus, where you can live relatively undisturbed to this day. “After my law studies, I wanted to go abroad anyway, and the civil war just brought that decision forward.”

And then, almost at the end of the conversation, she does recount a situation that moved her. During a museum tour, an Uzbek boy once remarked that he really liked weapons. And then Salma told him about her own experiences. And at the end of the tour, the boy said to her: “I think I don’t like weapons after all.”



## The Writer of Clear Words

**Hiba Obaid** played a major role in the publication **“We Vote for Freedom,”** which was created by journalists in exile and implemented by the German newspaper *Tages-spiegel* in cooperation with the Robert Bosch Stiftung. She is currently completing an integration traineeship at broadcaster “Alex Berlin.” The traineeship is provided by the Media Authority ‘Medienanstalt Berlin Brandenburg’ to facilitate the integration of young journalists with refugee backgrounds in the German job market.

**Hiba Obaid** says what’s on her mind. That she doesn’t like Asian food, for example. At least not here in Berlin, where it “isn’t authentic.” This is how the conversation begins, in a Vietnamese restaurant, and you might consider that a painfully direct response to the stock pleasantry of “How is your meal?” — but it does throw some things into relief right away.

Telling it like it is — that’s a journalistic maxim that doesn’t work in dictatorships. Was she aware of that, when she wanted to become a journalist? In response, she asks a question of her own: “Should I abandon my dream, just because I grew up in Syria?”

Hiba Obaid has always wanted to communicate. She put on stage plays in a bar in Aleppo and made fun of the regime in her lines, in carefully coded phrases, until things got too risky for the bar owner. At that point, she

had already worked for daily newspapers, but she quit, because she couldn’t bear the censors. “Sometimes, the texts weren’t just rewritten, they were about something completely different.”

Attending the pro-regime journalism program at the University of Aleppo was out of the question. Instead, she studied Arabic literature. At least that also had something to do with expression and language. She asserted the right to have her own opinion in a different way. “When the uprisings against Assad began, we formed a network of like-minded people at the university. We distributed pamphlets in which we denounced the regime.”

Then came the day when one of their friends disappeared. The police also stopped at the house of her unsuspecting parents, but she herself wasn’t there. “When the friend was released from prison some time later, he begged us to stop right away. Otherwise, he said, they’d take us all away, and no one would ever come back. That’s what they’d drummed into his head.”

Since 2015, following her escape via Lebanon and Turkey, Hiba Obaid has been living in Berlin. Here, she has begun training to be a journalist — as a 27-year-old who has experienced things that most journalists in this country will likely never have to face. She knows how much it can cost to hold an opinion.

In Berlin, she writes for daily newspapers and magazines. In her articles, she deals with the problems that refugees have in society, and she comes to terms with her own experiences. She wants to create a sense of equal footing in a country where “people from other nations in many cases remain guests their whole lives, no matter how willing they are to integrate into society.” Her talent as an author has earned her a great deal of positive feedback and many Facebook followers — and a traineeship at the broadcaster “Alex Berlin.” There, she is learning all the ropes of cross-media journalism, but she doesn’t want anyone telling her to change her style of writing.

She’d like it to stay just the way it is — always very direct.



“I’m not a  
 Nazi but...”  
 “Gays are perverts”  
 “Die in a fire!”  
 Left-green  
 filthy  
 fascists!”  
 “In 50 years,  
 Germany will be an  
 Islamic country”  
 “The dirty slag!”

**Hate speech** pervades the Internet and it causes a great deal of harm. It poisons debate, fuels prejudice, paves the way for real-world violence and divides society. As a result, growing numbers of people are coming together to take a stand against hate speech on the Internet. We asked three representatives of anti-hate initiatives to explain the various types of hate speech and to offer some recommendations for action.

#### Das NETTZ

In October 2017, “Das NETTZ – die Vernetzungsstelle gegen Hate Speech” (Networking Association Against Hate Speech) went online, supported by the Robert Bosch Stiftung and the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. “Das NETTZ” unites activists and initiatives that oppose hate and political violence

on the Internet; they are working towards creating an open culture of debate and providing a range of helpful suggestions for responding to hate speech. “Das NETTZ” offers assistance, training, and support for online activists in an effort to strengthen democracy in the digital realm. It receives operational and organizational support from the social-digital think-and-do tank betterplace lab. More information: [www.das-nettz.de](http://www.das-nettz.de)



“String them up under the  
Brandenburg Gate!”

“Burn all the asylum  
centers to the ground!”



**Christina Dinar**  
(photo) and Cornelia  
Heyken of debate//  
de:hate explain what  
direct hate speech is.

## Direct Hate Speech

There are no statutes on hate speech in the German Criminal Code. However, “direct hate speech” may be punishable by law: for example when speech includes sedition, defamation or a public incitement to commit a crime, such as the sentence “Burn all the asylum centers to the ground!” Hate speech generally involves disparaging groups of people based on their skin color, religion, or other characteristics. However, a distinction should be drawn between hate speech and cyberbullying, which involves digitally attacking an individual to make it impossible for them to live their lives as they see fit. In most cases of cyberbullying, the bully and the victim know each other personally.

Right-wing extremists and some right-wing populist speakers use aggressive language – such as direct verbal attacks – as a means of creating a climate of communication on the Internet that silences democratically-minded people, or at least drives them out of the discussion. This dangerous language, including statements that legitimize violence such as “Shoot the refugees at the border, if necessary,” also pushes back the line that society has drawn regarding acceptable language. When the content of these statements becomes a subject of discussion, it starts to have an impact; it can lay the groundwork for political and physical acts of violence.

**Tips:** Report direct aggression to the platform operator or website administrator, or to the complaints page of the German Association for Voluntary Self-Regulation of Digital Media (FSM,

www.internet-beschwerdestelle.de). The FSM’s legal experts will assess the content and pass it on to the authorities and/or the platform as necessary. In cases of sedition or other statements that may be punishable under criminal law, the best course of action is to file a police report. Additionally, direct hate speech can be reported to the police’s online watchdog service – anonymously, if desired.

It’s important to contradict hate-filled online comments, in order to show the aggressor that there are clear boundaries and to avoid normalizing these types of statements. Simply pointing out the rules and netiquette of a given site can be a first step toward drawing the line.

If you want to publicly state your opposition to an aggressive comment, make sure to check your profile settings first; see how much of your information is publicly visible, and protect yourself. In such cases, it can be helpful to appeal to the lurkers – others who are reading without commenting – and ask whether they also feel that the comments are discriminatory, the same way you would in an offline situation. There are also groups on sites like Facebook where people come together to combat hate speech, so you don’t have to act alone.

## Characteristics

1.

Direct hate speech  
is aimed at individuals and groups

2.

... shifts the line  
as to what is acceptable to think and say

3.

... is often punishable by law

&

also covers abusive language, sedition, and incitement to commit crimes, among other things

## debate//de:hate

debate//de:hate is a project that champions a democratic culture of digital debate. It operates in two directions: debate// is the educational part of the project. The focus here is on prevention. The primary objectives include strengthening the democratic culture of digital debate and working

online with democracy-oriented – but also with right-leaning – young people. de:hate is the project’s think tank. It is devoted to observing, analyzing, and categorizing right-wing phenomena on the Internet. The results help the organization develop strategies for dealing with hate speech and raising awareness of the issue.

“If you act like an animal, you deserve to be treated like one! ;)”

# “No harm in speaking my mind, right?”

## Indirect Hate Speech

Indirect hate speech is destructive. It marginalizes, stigmatizes, and dehumanizes – and it often hides behind a layer of irony, or appears as schadenfreude disguised as black humor or as alleged satire. It divides the world into good and evil and feeds existing fears and prejudices. Rather than asking questions and looking deeper, it offers simple solutions like “send them back to Libya.” It obscures our perspective on the important issues and facts, and it can’t bear controversy. Indirect hate speech is an expression of black-and-white thinking that elicits outrage and ultimately divides society.

These waves of one-sided outrage hit particularly hard in the comments sections of digital media. The perfect environment is created through a combination of sensational headlines and articles that leave a lot of room for speculation. Additionally, the commentaries sections are rarely moderated properly.

Indirect aggression generally comes from people whose comments display a deep mistrust of existing democratic structures (“traitors of the people”) and the mainstream media (“Lügenpresse” – lying press) – and who express a very real fear of loss and change. During our #ichbinhier (I’m here) campaigns on Facebook, we often encounter people who are unaware



**Susanne Tannert**  
of the #ichbinhier  
campaign on indirect  
hate speech.

of the difference between opinions and abuse or sedition. Additionally, commenters who post hate speech either can’t or don’t want to distinguish between reliable, well-researched information and hoaxes or rumors.

**Tips:** We at #ichbinhier recommend standing your ground and calling out hate speech for what it is – without being provocative, distracting, or putting others on the defensive. Our campaigns bring many both circumspect and diverse opinions into the debate, and we support each other in the process. We politely ask our “opponents” for proof, and we offer reliable sources of information. In some cases, it’s possible to approach individual aggressors and try to find common ground, such as our shared constitutional values. It may sound surprising, but it’s often the only way to start a conversation with people who refuse to engage in constructive debate. The members of our initiative hope to contribute to the plurality of opinions on certain subjects, as well as to break through the spiral of silence and get lurkers involved in active discussion.

## Characteristics

**1.**  
Indirect hate speech is more subtle than direct hate speech

**2.**  
... fuels or justifies existing negative emotions

**3.**  
... often comes from fearful, uninformed people

**&**  
also covers downplaying violence and hate, schadenfreude, dehumanization of certain groups, victim-blaming, pitting individual social groups against each other, stereotyping, and much more

### #ichbinhier

The Facebook group #ichbinhier (I’m here) is a non-partisan campaign dedicated to improving the culture of discussion and combating hate speech on social media. Together, the group’s approximately 36,000 members champion facts, courage, and friendliness, and they take a stand against rumors, fear, and hate. They call out and

contradict hate speech, and they make positive, fact-based posts labeled with the hashtag #ichbinhier. They also “like” constructive posts made by other group members. The association ichbinhier e.V. aims to raise awareness of the issue of online hate, to encourage people to take a stand against hate speech and to champion pluralistic discourse.

# “Refugees get 700 euros as a Christmas bonus!”

“Christmas markets are called winter markets now because of the Muslims!”

“There are people out there kidnapping children and trafficking them to Romania!”

## Fake News

Fake news can also become hate speech when it is used to support class warfare at the expense of disadvantaged groups. What’s more, fake news can be used to legitimize aggressive behavior, both online and in the real world. Finally, it can also cause fear and terror, meaning that it actually results in real and direct harm.

One major problem with fake news stories is “perceived truths.” These are stories that recipients share because they fit the recipients’ expectations and align perfectly with their world view. There is usually ample evidence available to contradict these stories, but the more evidence there is, the more the sharers insist that the stories *could* still be true. They reference similar cases to legitimize spreading the fictional story. The constant repetition of these fake arguments is also problematic, as it ultimately makes the stories seem true. Fake “facts” often speak to people’s fears and fuel their anger; people feel a connection to the story and spread it on. Every year during the Advent period, for example, a story makes the rounds claiming that Christmas markets have been renamed “winter markets” out of respect for non-Christians. This story stokes people’s fears of being overrun by foreigners; it spreads like wildfire and ends in hate-fueled anti-Muslim rants.

**Tips:** At minimum, the goal should be to avoid spreading a fake story or statement. There are a few simple steps you can take to achieve this goal. First, quickly check who is sharing the information – look at the website information and take note of how transparent the user account is – then counter-check the source of the information and see what other sites are reporting on it. To verify a story, you need to understand how to use a search engine properly and how to evaluate the results you receive. You also need to be capable of carrying out a reverse image search that will find a given image in other places on the Internet. If you want to expose a fake, you need to phrase your counter-argument in such a way as to avoid drawing additional attention to the fake. However, you shouldn’t let a fake news story pass without commenting.

We’re hoping for a wide-scale digital media literacy program – not just in schools, but for adults as well. People who are capable of evaluating content for themselves will quickly recognize fake news stories for what they are and won’t actively share them with others.



**Andre Wolf**  
of the initiative  
Mimikama  
on fake news.

### Characteristics

1.

Fake news reinforces one-sided viewpoints and unrealistic world views

2.

... is usually easy to disprove

3.

... is still nearly impossible to stop

&

also covers incorrect factual claims, libel, and quotes and figures taken out of context

### Mimikama

Mimikama is an association headquartered in Vienna. Founded in 2011, its objective is to counteract and combat Internet abuse, fraud and fake news. Its focus is on social

media such as Facebook, Twitter and WhatsApp, where the association’s employees respond to user inquiries directly; they also evaluate information and rumors they receive and publish their results.

**Keep going!** It takes some effort for new ideas to gain a foothold. Social entrepreneurs Steven Wang



**Steven Wang**

is the founder of Yiqiao, a social initiative in Beijing that employs highly qualified university graduates at social enterprises, NGOs or foundations through scholarships.

**“One step at a time”**

A changemaker can be described as someone who strives to change reality with their idea. It doesn't always have to be a major idea, but in the best-case scenario it always has a lasting effect. Yiqiao is a social initiative with exactly that objective. I am motivated by learning. It keeps me vigilant and open-minded. As a social entrepreneur, I often have

to adapt my expectations of myself and others to those of my partners, so that we can reach a common end. That's not always easy. I try to be aware of my strengths and weaknesses. Focusing only on your weaknesses can quickly lead to frustration, but on the other hand they cannot be ignored. To me, living means giving. I'm convinced that it is my responsibility to enable even

more people to find their purpose in life. And: success doesn't depend on a brilliant idea, but on persistence. In the end, it's the small steps that bring about major change. Successfully so, as our fellows are now working in Chinese nonprofit organizations, foundations or social enterprises that deal with issues such as poverty, environmental protection, education and immigration.

**Changemaker**

With the “ChangemakerXchange” program, the Ashoka organization and the Robert Bosch Stiftung regularly bring together young agents of change who work on

solutions to social, environmental and societal issues in Asia, Africa, Europe and the MENA region. During five-day summits, they learn from each other personally and professionally: the interac-

tions allow new ideas to unfold, the participants develop initiatives and business models, and plan joint projects across national borders. Particularly impressive and innovative project ideas are

subsequently presented at the meetings. Since the beginning of 2012, 90 cooperation projects have been carried out, which have altogether reached about 100,000 people.



and Nadya Saib aim to change the world with their ideas. What keeps them going?



Changemaker **Nadya Saib** is Co-CEO at Wangsa Jelita, a cosmetics company in Indonesia that focuses on fair, local and sustainable products.

### “Don’t take it personally”

Sometimes I step in at the service hotline of our company and talk to our customers. It feels good to know that our products are meaningful to people. Of course there is also negative feedback. But the simple fact that the customers call shows me that our products are important to them. My job motivates me, and that is the greatest gift. I’m driven by progress in the company as well as by our employees. But of course there are also times when I’m completely deflated, even quite frequently. I’ve experienced many personal disappointments such as customers

and partners simply disappearing. I made some mistakes of my own, such as hiring the wrong people or forecasting sales incorrectly. The list could go on and on. What I’ve learned from this is the importance of working with people who share your vision. And it’s important that the person is in alignment with the company philosophy. I think this is even more important than an outstanding CV. Over time, I’ve learned to accept my flaws and not to take anything too personally. I ask for help when I get stuck. From friends, family or colleagues. Being part of the “ChangemakerXchange” community is valuable. This is where I have learned

the importance of looking after your own well-being. Feeling burnt out is a clear sign that your well-being is off-balance. As simple as it may sound, it’s very important. If I get uncomfortable with what I’m doing, I stop and try to clear my mind. And sleep always helps. Once I feel better again – and only then – I’m more capable of assessing a situation or problem and can think about what steps to take next.



**Norbert Kunz** is an Ashoka Fellow and CEO of Social Impact gGmbH, an agency that has already provided thousands of companies with start-up assistance. Since 2011, his organization has focused on supporting social start-ups that drive social innovation.

INTERVIEWS  
Martin Petersen

PHOTOS  
Daniel Hofer

# Does society need new solutions?

Climate change, migration, urbanization, an aging population, digitalization, the European financial crisis and the rise in right-wing populism — the list of challenges currently facing society is long. How can we find the right solutions? And do they have to be new? We posed these questions to social entrepreneur **Norbert Kunz** and transformation researcher **Julia Wittmayer**.

**Julia Wittmayer** investigates social innovation and the social aspects of sustainability at the Erasmus University in Rotterdam. She held a leading role in the “Transit” research project, which ran from 2014 to 2017 and explored the potential impact of social innovation on societal change and the self-determination of individuals.



**Social innovation** refers to the dissemination of new methodological approaches, products and services aimed at solving social problems.

These approaches don't need to be technological — one important example is the social security program launched in the 1880s.



Norbert Kunz,  
social entrepreneur

## “Technically, we should be making ourselves redundant”

### **Mr. Kunz, what role should civil society play in tackling our current challenges?**

*Norbert Kunz:* It's possible that in hindsight, our great-grandchildren will view the early 21st century as a historical turning point. Their generation will look back at our era the way we look back at the Industrial Age. Personally, I don't think our political or social structures are equipped to meet the challenges of the 21st century. We are probably — hopefully — entering a new phase in which commitment to civil society, network-centric organization, and autonomous decision-making processes will play a much more important role in shaping the future.

### **Is that the driving factor behind your support for young social entrepreneurs founding start-ups?**

Yes. We've discovered that the large structures in the German social economy don't have a well-defined culture of innovation. We know that start-ups are much more agile, faster, and better able to create new products and services and bring them to market than the large charitable organizations. In that sense, social start-ups are the drivers of innovation in the social economy. Partnerships between charities and social start-ups would make a lot of sense, for example. One side understands how the market, financing and distribution work, while the other is agile and able to quickly start working on new products or services without internal or external constraints. The refugee crisis is an excellent example of how this system can operate. Before the government was

able to provide structured aid, civil society — and especially independently organized initiatives — had long since stepped in to bridge the gap.

### **Is it common in your field to be working on an innovative product or service and discover along the way that the idea already exists?**

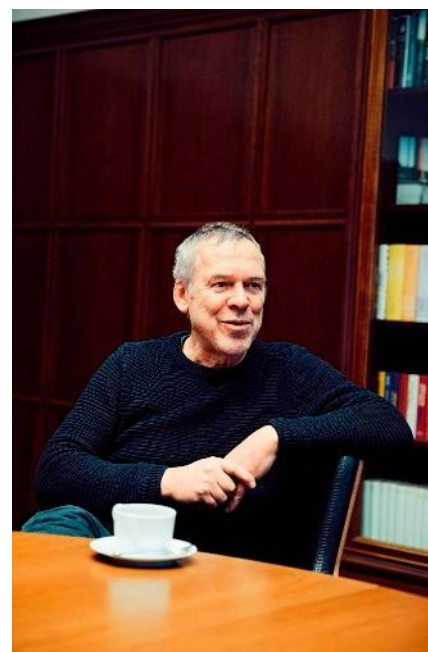
There are many products in the start-up scene that don't make an immediate breakthrough in the market. After a few years, the same idea might be successful in a different configuration. I speak from experience: I was the CEO of the first car-sharing organization in Germany. We had 4,500 customers, but we couldn't find an investor willing to fund us. Deutsche Bahn, the German railway company, adopted our idea — and Flinkster, its car-sharing network is a success.

We failed, but the idea survived. Business development isn't so important in the social entrepreneurship sphere. Technically, we should be making ourselves redundant! If a social entrepreneur's mission is to solve a societal problem, then he should make himself redundant once the social problem is solved.

### **Are social problems something that can be reduced and, ultimately, eliminated?**

Not per se, no, but of course, we're also interested in seeing to it that certain social problems no longer occur. When I look back, I remember we said back at the end of the 1980s that poverty among the elderly was a thing of the past in Germany. Now, we need to find a new approach to tackling

this problem. Personally, my expertise and my heart both tell me that it would be much more economical for us to help ensure that fewer social problems occur in the first place, rather than spending our time trying to repair existing problems. In specific terms, if we were to have a different conversation about the distribution of wealth in Germany, then we wouldn't see poverty among the elderly or among single women, for example, and twenty percent of children in our country wouldn't be at risk of falling below the poverty line. It's a socio-political discussion. And it would be more effective to consider that than to finance projects to combat child poverty.



## Julia Wittmayer, transformation researcher

### “It’s not about new ideas per se”

**Ms. Wittmayer, how can we, as a society, find solutions to the challenges of our era?**

*Julia Wittmayer:* The jumping-off point for our Transit research project was our belief that transformation needs to occur as a response to the challenges we’re facing – and not just optimization, but real structural change. That’s why our research focused on social innovations that could alter or replace the dominant structures.

**Which dominant structures are you referring to?**

Things that are considered normal in our society, such as using money as a medium of exchange or separating consumers and producers with long value chains in between. The point is to challenge those structures on a broad scale.

**Which actors need to play the most vital roles in the transformation process?**

Actors from all areas – government, society and the market – need to play a role. Innovation can come from any of these areas, large or small. Innovation occurs when hybrid organizational forms are created between these spheres.

**Is innovation an intrinsically good thing, or is there a downside to pursuing new solutions?**

It’s not so much about creating new things; it’s more about something we call reinvention. Many of the seemingly social innovations we’re looking at today have existed for a long time; they just need to be rediscovered and

placed in new contexts. One example is urban gardening, which is essentially simply a reinvention of the garden plot.

**What role can foundations play in directly facilitating reinvention?**

Foundations have a great deal of flexibility, as they aren’t bound by the rules of the market or the public sector. They can help search for latent potential innovations in a targeted way and reactivate them for our modern era. Participatory, collaborative research is a good tool here. People from different spheres – the market, government, and society – come together to discuss an issue, such as climate change. We call it action research.

**How can foundations stay innovative and cutting-edge without market pressure?**

It’s not about new ideas per se; it’s more about figuring out which areas need innovation to make a greater impact. Foundations need to let go of the concept of the “new” and ask themselves: Are the ideas we have as a foundation transformative enough? Can we carry them 15 years into the future and still support them? Foundations are in a unique position; they can mediate between market players, lawmakers, and civil society. You need this connection to disseminate innovation.

**What impact does the networking of the various actors have on social innovation?**

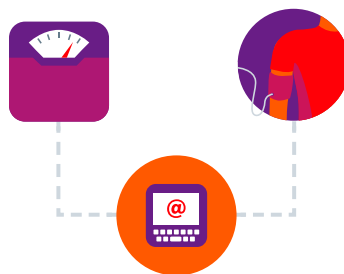
It presents opportunities and risks in equal measure. Identity is very important to many of the innovators we



looked at. For them, it’s about values. They act locally, but they also network globally. This push for greater networking is largely due to the fact that being part of a greater whole helps promote a sense of identity. But the larger an initiative grows, the more important the question becomes: to what extent can the intrinsic principles of an innovation – we call that the “radical core” – be protected while the innovation is mainstreamed? Against this backdrop, many local initiatives decide that staying local is a great idea, and that they don’t need to scale up. Foundations can help these local initiatives expound their radical principles and, as a next step, stick to those principles. It would certainly be an interesting task to develop a structure or facilitation strategy for this process.

1

**Stefan**, 67, lives in the countryside and suffers from congestive heart failure. When his general practitioner retired, the new doctor who replaced him moved to the district's new PORT Center nine kilometers away. Stefan has an appointment there today. We accompany him on his visit.



Telemedicine

2

Even before his **departure** with the shuttle service, Stefan sends data about his weight and blood pressure to his doctor, as he does every day. He uses a small box with a display that has a wireless connection to his scales and blood pressure monitor – a telehealth device.



PORT



3

Upon arriving at the **PORT Center**, Stefan is welcomed by his appointment coordinator, who is well-prepared for the visit today. Stefan's schedule for the day includes four separate appointments with his healthcare team.

5

If required, the GP can ask specialists to take part in the consultation via video link, which is referred to as a **teleconsultation**.

This way, the cardiologist brought in by the GP can rule out any deterioration in Stefan's cardiac output.



6

The **physiotherapist** helps Stefan with an exercise that he is having difficulty with in the cardiac training group.

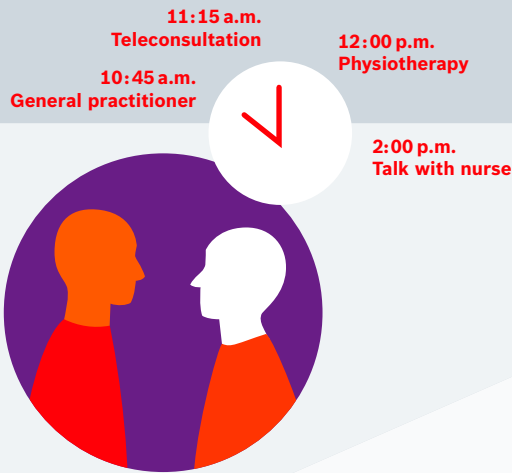


7

At the end of his visit at the PORT Center, Stefan also has an appointment with his **nurse**. He goes through his questions with her, along with a checklist of things that will make it easier for him to manage day-to-day life with his heart condition.







4

First, Stefan has a routine appointment with his **general practitioner**. Stefan tells him about his coughs and his difficulty breathing at night.



## A Visit to the Health Care Center of the Future

In structurally weak areas, there are fewer and fewer doctors' practices, while at the same time, the number of people with chronic and multiple conditions is rising throughout Germany. On the other hand, modern technologies are making it possible to provide care in new ways, such as through teleconsultations. The health care system should adapt to these opportunities and challenges.

With its program PORT, the Robert Bosch Stiftung is helping to en-

courage new models of regional health care. PORT stands for Patient-Oriented Centers for Primary and Long-Term Care. The objective of the program is the development of pioneering health-care centers with multi-professional teams that offer one-stop, comprehensive care with a focus on the patient. These centers will be oriented toward regional needs and embedded in the various tasks involved in caring for the chronically ill. Part of their duties will therefore also be measures to promote

health and prevent illness at the community level.

The first PORT centers are now being set up; five initiatives were awarded funding grants in early 2017. The Robert Bosch Stiftung is providing two million euros of funding. Additionally, it is organizing networking meetings, specialist conferences and study trips to model institutions abroad.

8

On the **way home**, the shuttle service stops at the pharmacy, which already has several different medications ready and waiting for Stefan, including one that will make it easier for him to cough and clear his throat. In six weeks, Stefan is scheduled to have his next appointment at the PORT Center.



# News from our Foundation

Project news from Tunisia and Singapore,  
from Baden-Württemberg and Berlin.



## Forum for peace advocates

How can those responsible for serious human rights violations and war crimes be held accountable? How should past violent conflicts be dealt with to keep new ones from happening? To discuss questions pertaining to truth, justice, and remembrance in post-conflict societies, the Robert Bosch Stiftung convened for the first time 120 peace advocates from more than 40 countries to the Global Community Forum. One of the participants at the forum in Berlin was Pablo de Greiff, the United Nations' first Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence. According to de Greiff, one of the

major obstacles in dealing with conflicts is the increasing suppression of civil society around the globe. The role society plays was also pointed out by forum participant Stephen J. Rapp, the former United States Ambassador-at-Large for War Crimes Issues in the Office of Global Criminal Justice of the U.S. State Department. "Societies can bring the demons of violence back under control," says Rapp. But civil society is needed, because politicians, militaries and the perpetrators of violence alone would never break the silence.

**The "Global Community Forum: Truth, Justice & Remembrance" works on building and connecting the global community of peace advocates who are involved in working to help (post-)conflict societies come to terms with their past.**

# 62

The number of languages spoken by the 200 students from around the world at the UWC Robert Bosch College in Freiburg. The idea: to create a sustainably peaceful future through cultural exchange and the experience of differences and similarities.

Photos: Manuel Frauendorf; Björn Häussler (2); Anita Back



## New talents – old acquaintances

An extraordinary coincidence brought together two young people from Syria who had lost sight of each other in the turmoil of escaping the war: Ammar Kamel and Rose Jallpout were previously active in Syrian national youth teams, Ammar as a triathlete and Rose as a swimmer. In Germany, both were selected for the student scholarship program “Talent im Land” by the Robert Bosch Stiftung and the Baden-Württemberg Foundation in 2017. As a result, they met again at the welcoming celebrations for the new scholarship recipients in Stuttgart in November.



## Network for gender equality

In Tunisia, there are many organizations, activists, and scientists working to promote equality between women and men – yet to date, they have lacked a network that would allow them to exchange ideas and initiate projects together. Especially between the parties in the Tunisian capital and the various regions, there has been little exchange of information and collaboration. This is about to change with “3eshra”: the joint project of the Robert Bosch Stiftung and the Maghreb Economic Forum supports ten fellows who travel to the far corners of the country to build regional groups and a national network. “3eshra” was launched in the fall of 2017, with a very positive response in the Tunisian media. At the end of 2018, the new network will be presented to the public at a conference in Tunis, with selected projects and many committed participants.

## New alliance between government and the people

Indian-American political scientist Parag Khanna has been a fellow of the Robert Bosch Academy in Berlin since fall of 2017 – and what he’s researching there is apparently in lockstep with the zeitgeist. The radio program *Deutschlandfunk* interviewed Khanna at a time when the coalition negotiations in Germany were looking dire. The *Handelsblatt* newspaper asked him for a guest commentary on the future of democracy and the weekly *Die Zeit* published his opinion in the article “Digital Democratic.” Khanna took the direct technocracy approach at the core of which is digitalization and the thesis that it can improve today’s forms of government and counteract growing populism, for example.

“This new era also needs a new state form,” writes Khanna, “a state that uses democracy and data equally to deliver better governance.” This means, for example: the government

learns where new day-care centers or affordable housing are needed from data collection and through the active exchange with citizens. This requires digital channels and nationwide fast Internet. “In terms of Internet speed, Germany is currently at the level of southern Europe rather than Scandinavia,” says Khanna.

The researcher considers Singapore to be exemplary. That country is making broadband available nationwide, so that people become more economically active in the digital industry. The southeast Asian city-state is also Parag Khanna’s academic home: he is a senior research fellow at the Centre on Asia and Globalization of the National University of Singapore. His stay at the Robert Bosch Academy in Berlin affords him the opportunity to engage in a variety of topics beyond his regular duties and to exchange views with European decision-makers.

12  
%

of Germans do not trust science and research, while 37% are undecided, according to the 2017 Science Barometer supported by the Robert Bosch Stiftung. With this support, the Foundation aims to counteract animosity toward experts and work against fake news.





## Because it influences everything

The new look is the expression of an inner development of the Robert Bosch Stiftung, but it's also the result of hard work. The most important person involved here, the one who managed this process throughout all its phases, is Tanja Frey, the graphic designer at the Foundation.



In recent months, Tanja Frey hasn't had much of a chance to sit back and relax. For over 13 years, she has been responsible for the design at the Robert Bosch Stiftung. She knows what makes a good photo. You have to smile and relax, even when the stress is greatest.

For more than two years, Frey worked on the revised corporate design (CD), the visual image of the Foundation. The first ideas arose in the summer of 2015, when the Foundation was seeing a period of changes. Strategy was being refined; processes were being streamlined and above all, a new culture was being adopted with fewer formalities and more responsibility and scope to maneuver for employees. The old design with its rigid lines and gray as the dominant color was no longer appropriate. Although it had been introduced only ten years earlier, the design was from the analog Stone Age in functional terms, too, and only partially suited to the digital world and its channels, through which the Foundation has long since been reaching far more people than with printed paper. In October 2015, Tanja Frey and her co-workers invited several agencies to present their ideas.

**Building block principle:** Eight new colors and patterns have been added to the new look. These can be combined in different ways, depending on the target audience.



Ultimately, they chose the agency Strichpunkt Design from Stuttgart – the start of an intensive and fruitful partnership. At the beginning, there was the question of the Foundation's identity. What does the Robert Bosch Stiftung stand for? What are its values? What is the significance of Robert Bosch the person? What drives the people who work here? "With our

**Pragmatic perfectionist:** Graphic designer Tanja Frey guides the design process from her office here at the Robert Bosch Stiftung in Stuttgart.



design, we have to show who we are today. That we're agile, diverse and open," says Frey. At the same time, it's clear that, rather than a break with the past, the new corporate design should be an acknowledgment of the founder Robert Bosch and the Foundation's over 50-year history.

Frey and the agency colleagues first defined the basic elements of the new design. The existing colors of gray, red and white are supplemented with eight new colors and eight patterns, too. They also developed principles for handling fonts, images and graphics. And—they created a new logo. For the

## What is the Foundation's identity?

first time, the Foundation is getting a visual brand: rb, the initials of the founder. The visual brand is part of the logo, but it can also stand alone. That is important for small formats, but it opens up new design possibilities in other respects, too.

The important decisions have thus been made. But for Tanja Frey, the work is only just to begin. Stationery, presentations, signs, business cards—everything has to be recreated. Frey is managing a total of 77 sub-projects with their associated drafts, corrections and approvals.

What's been the most important insight for her? "A good corporate identity needs the people using it as part of the process," says Frey. The presentation in front of colleagues was emotional. After all, a project of this kind is like your own baby, she says—and the applause at the end was a major relief. The project had the effect of changing her, too. "I've become more relaxed. If you have a tendency toward perfectionism, you have to allow some space for pragmatism in order for things to materialize." Frey looks up. Extending a corporate identity is a process that's both cautious and radical at the same time. Why radical? "Because it influences everything."





**Jakob Preuss** is a documentary filmmaker. His film “The Other Chelsea” was supported by the Robert Bosch Stiftung’s “Crossing Borders” program in 2007. From 2001 to 2002, the native of Berlin was also a fellow in the postgraduate program in international affairs at the Robert Bosch Stiftung.

**“We should  
never stop  
questioning  
ourselves”**

## **Jakob Preuss**

was supported by the Robert Bosch Stiftung twice: once as a budding diplomat, and once as a young filmmaker. How did this impact his life?

I’ve always been extremely curious, especially about people, stories, and other lifestyles. After completing my studies, I nearly joined the diplomatic service. It was never my dream job, but I wanted to work and see the world at the same time. Back then, I was part of the postgraduate program in international affairs at the Robert Bosch Stiftung; it was a wonderful year for me, in Moscow and at the German Federal Foreign Office. But I discovered that I couldn’t develop properly within the confines of a large institution.

Being part of that program is what brought me to filmmaking instead. I assisted an Iranian professor during an Islam conference at the German Federal Foreign Office in 2002. The professor put me in touch with the right people and got me a visa to allow me to make a film about the lives of young people in Iran. I called it “Zerrissener Iran” (“Torn Iran”); it was just 52 minutes long and not yet very professionally made.

I started developing the idea for my first feature-length film in 2004. I was working as an election monitor in Donetsk, Ukraine. Before that, I had spent a longer period of time in Russia, and I had the typical chauvinistic Russian perspective on Ukraine; the Russians don’t always take Ukraine seriously. But what I found in Ukraine surprised me: the highly pro-Russian attitude, the distrust of the international com-



munity, a society still strongly shaped by Soviet structures, and even the affluence of a certain social stratum resulting from coal and steel money. I knew that I had to make a film about the people and the situation in that country.

At the time, it wasn't exactly a hot topic for a film. No one was really familiar with eastern Ukraine, and it was difficult to convince people that this was a good idea. But thanks to the Robert Bosch Stiftung's "Crossing Borders" fellowship, I was able to find the protagonists of my film in Donetsk

## "I'm interested in what happens when worlds collide."

and make the first recordings I needed for a trailer. That's incredibly important, because you can't present a project like this to a broadcaster unless the story is already pretty well fleshed-out. This first major film opened a lot of doors for me; numerous institutions extended their trust as a result.

"Als Paul über das Meer kam" ("When Paul Came Over the Sea"), my second feature-length film, is a story that people can universally identify with. The topic of migration itself is incredibly universal. And the character of Paul is very accessible; people experience his suffering vicariously, they laugh along with him, also in places like China, Brazil, and Cameroon, wherever I screened the film. If people gain an understanding of foreign cultures as an outcome, I think that's wonderful, but I tend to see myself more as an artist.

Making films constantly reminds me how important interpersonal encounters are, and that we should never stop questioning ourselves. For example, I was opposed to racism even before I made this film, but primarily because that's part of the eti-

quette in my social circles. It wasn't until I met Paul that I developed a true and deep conviction that genetics and ethnicity play absolutely no role in determining a human being's potential.

That's why it's important to combat all forms of ethnic nationalism by showing people that there's a better way — and films can help in that regard. I know my way around the political sphere, so I was able to screen the film about Paul at government ministries, at the German Federal Foreign Office, at political foundations, and at the German parliament. I think I can make a political impact in this way, too.

Still, I'm not fundamentally optimistic person; I don't believe I can change the world. Deep down, I'm really an existentialist. But the Sisyphean burden and the absurdity of our fate shouldn't stop us from creating a sense of meaning and trying to change things. Whether or not that's actually possible is more of a philosophical question, in my view.

I'm planning to make my next film in Tunisia. There was a terrorist attack there in 2015, in Sousse, where a young man shot and killed 38 European tourists on the beach. The attacker was



Preuss's first feature-length film, **"The Other Chelsea"** (2010, above), highlights the contrasts between the powerful elite and the miners in the eastern Ukrainian city of Donetsk — five years before the war broke out.

For his new film, **"Als Paul über das Meer kam"** ("When Paul Came Over the Sea," 2017, below), Preuss accompanied a Cameroonian as he fled from Morocco to Germany — and along the way, Preuss increasingly became part of the narrative himself.

from a small town; he was a skater and a pothead. I want to try to delve into that world: into his world, but also into this world of all-inclusive tourism that in turn shapes many Tunisians' view of Europe. I'm interested in what happens when these worlds collide and in the dynamics that arise as a result — but I'm just as interested in the common values people still share, despite all their differences.



Ten questions from Mareike Nieberding:



**Mareike Nieberding** studied literature and journalism in Berlin and Paris. Since completing a traineeship to become an editor, she now writes for the German publications *Neon*, the Sunday edition of the *Frankfurter Allgemeine Zeitung*, and *Die Zeit*. She founded *DEMO* after Donald Trump was elected.

**DEMO** is a multi-partisan youth movement for democracy and dialog. DEMO fights for an open society; during the 2017 German elections, the organization held workshops at vocational schools and conducted cam-

paigns throughout Germany to get countless young people excited about politics and motivated to vote. The movement was supported within the context of the Robert Bosch Stiftung's "Campaigns for an Open Society."

**When does the future begin?**

Why don't you run for elected office?

**What would you change in your Country?**

Do you serve democracy, or does it serve you?

**What aspects of the past were worse than today?**

**Can you think of a better social system than democracy?**

**What are you more afraid of: yourself or others?**

**When was the last time you tried out something new?**

Would your change primarily benefit you or the majority?

**What's stopping you from getting involved?**





