

C4i DRAFT FINAL REPORT

CITY OF ERLANGEN

10.05.2015

Contents

1. Introduction	2
2. Narrative report	4
2.1. Presentation	4
2.2. Local campaign.....	5
2.3. C4i local team	27
2.4. Visibility information.....	27
2.5. C4i sustainability.....	27
3. Administrative and Financial report	Error! Bookmark not defined.
3.1. Proof of payment	Error! Bookmark not defined.
3.2. Statement of the payments	Error! Bookmark not defined.
3.3. Procurement documents	Error! Bookmark not defined.
3.4. Attendance register.....	Error! Bookmark not defined.
3.5. Timesheets	Error! Bookmark not defined.
3.6. Others	Error! Bookmark not defined.

1. Introduction

Short explanation of the steps done by the city regarding the C4i project, and the use of the funding in January 2014 –June 2015.

1. Deliverable 1 – Local Mapping and Research

1.1. Local information and mapping

Method: Identification and mapping of available data in cooperation with the Unit for Statistics

1.2. List of rumours and data to counter rumours

Method and sources: 4 sources to identify rumours

- 2 workshops

- Readers edits on local newspaper

- Rumour questions added to the I+C online survey

- Citizen`s complain letters to the major

Data to counter rumours

- Research conference – organized by Nürnberg

- Unit for statistics – integration monitoring

- Information from local practitioners

- Nation-wide NGO sources (e.g. Neue Medienmacher, Pro Asyl)

- Governmental research reports (e.g. on poverty migration from Eastern Europe)

2

2. Deliverable 2 –I&C Indicators

2.1. 1st Survey

- 1st Survey

Method and sources:

- Online survey

- 1,000 participants – indicators as proposed by Kseniya Rubicondo

2.2. 2nd Survey

2nd survey: December 2014

3. Deliverable 3 – Local networks

3.1. Establishment of local networks

- Volunteers: 250 Erlanger volunteers engaged during all the steps and activities of the C4i project

- Siemens employees: 10 people trained during the training of trainers; 5 people already engaged in anti-discrimination activities of the integration unit of the townhall (foreigners council, weeks against racism etc.)

- Influential elderly 60+: 35 individuals or elderly groups identified (most of them not active in C4i but receive information)

- Facebook- Community: 250 people active, over 1200 passive recipients

3.2. Awareness-raising workshops

- 17.7.2014 Refugee Women Concert:

29.11.2014 Laufgelage XXL -

Flix Workshop – Comics: Exhibitions x 2

SIEMENS Corporate Social Volunteering

3.3. 'Ambassadors for Diversity' (Identification of good practices)

Identification of Ambassadors – CVs and Motivation of 10 people

Training of Ambassadors during Training of Trainers (Daniel de Torres)

Certification by Major during Integration Conference – 30.1.2015

(upcoming)

4. Deliverable 4 – Tools for communication and campaigning

o Draft Local antirumours campaign and Communication Campaign

Error! Reference source not found.

4.1. Antirumours training (trainers and antirumours agents)

5. Deliverable 5 – Awareness-raising campaign and outreach actions

5.1. Launch event "Picknick Bankett" (picnic banquet), Saturday 20.09.14

5.2. Diversity Day

30.1.2014 Erlanger Integrationskonferenz

6. Deliverable 6 – Knowledge transfer and dissemination

6.1. Dissemination tools (videos, leaflets, etc.)

Project flyer

Flyer Launching Event + Project

6.2. Include the link to your C4i website (if any).

Official Website: www.erlangen.de/vielfalt

Facebook: www.facebook.com/kommunikation.vielfalt

Note: statistics for user traffic are available for both pages.

2. Narrative report

2.1. Presentation



The city of Erlangen is part of a large metropolitan area – together with its neighbours Nuremberg, Fürth and Schwabach – which over 1.2 million people call home. Erlangen itself has a population of more than 100,000, rendering it the “smallest major city” in Bavaria.

Erlangen is the second largest location of the Siemens AG worldwide, which locally employs more than 20,000 workers, among them specialists of every nationality. The presence of several other successful companies makes Erlangen one of the strongest commercial areas in Germany. The Friedrich-Alexander-University Erlangen-Nuremberg with more than 35,000 students and 12,000 employees is the second largest university in Bavaria. The medical sector in Erlangen with its close ties to industrial research constitutes a prominent part of the city centre.

Both Siemens and the university made Erlangen a highly international and multicultural place. However, Erlangen has always been affected by various patterns of migration, which is part of the city’s identity. The city museum offers a unique tour through 25 000 years of immigration history. With respect to the 17th century, when over 1000 French Refugees – the Huguenots – were welcomed into the small town with a population of only 500 inhabitants the official city slogan is nowadays “Erlangen – traditionally open”.

Today, almost one third of Erlangen’s population has a migration history. 15% of the inhabitants are foreigners, originating from over 140 different nations. On the intercultural city index of 2011, Erlangen is listed on position 24 of 40 with high scores in “commitment to policy goals”, “civil life policy” and “neighbourhood policy”.

During the first part of C4i, strong resentments against refugees were identified in Erlangen. In order to effectively impact the urban discourse on refugees, two key target groups were identified:

Employees of the Siemens AG, as they represent a large part of the population and strongly impact Erlangen city life. By partly focusing on and collaborating with the global player Siemens, the project intends to set an important example for private-public cooperation for future campaigns.

2.2. Local campaign

Please respond to the following questions

1. Basic information about the campaign:

- Specific goals
- Target/s
- What specific rumours the campaign has focused on? Why?

Multifaceted rumours against migrants been identified, including gender-based rumours, job-related rumours and culture related rumours.

Two key topics have been identified as qualitatively and qualitatively most relevant:

- a) Islamophobia
- b) Refugee resentments

Due to the political topicality of resentments against refugees within the Erlangen population and the prospective high numbers of new refugees arriving in the city, in June it was agreed, jointly with the C4i team and the political leadership that the Erlangen Campaign focuses on revealing and fighting rumours against refugees. This decision has proven to be very visionary and strategically successful, when in September within only three days' notice over 300 new refugees came to Erlangen. Since September the number of refugees in Erlangen has been over 750 constantly (before September 2014 being around 350).

5

Rumour 1

“Erlangen faces increasing *poverty migration* from Bulgaria and Rumania. They come social welfare shopping and we have to pay!”

Facts:

- 72% of immigrants from Bulgaria and Rumania between 25 and 44 years old that came after 2007 seek employment
- 25% are academics
- 8% have a degree in maths, engineering, sciences or informatics (the most sought after areas in Germany)

Rumour 2

„There are scarcely many refugees coming!“

Facts:

- Worldwide 45,2 Million people are fleeing. Only a tiny percentage reaches Europe.
- Only 110.000 Asylum cases were opened in Germany in 2013. Within Europe, Germany is only number 10.
- In Erlangen there are less than 800 refugees – less than 0.8% of the population.

Rumour 3

„Refugees come for economic reasons to Erlangen and want to abuse our welfare system!“

Facts:

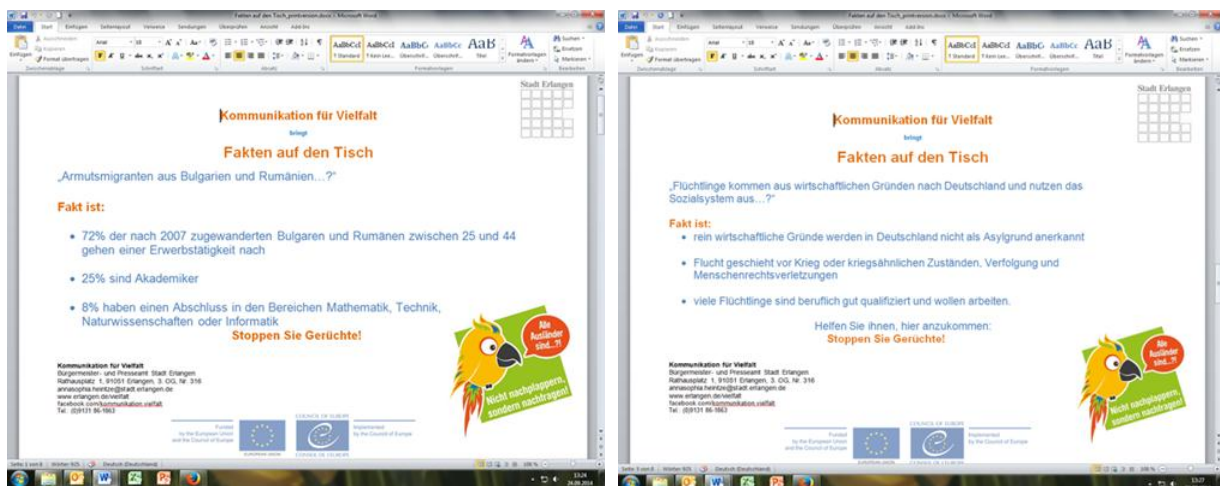
- refugees flee wars or war-like situations, political prosecution and human rights violations
- purely economic reasons are no accepted reason to grant Asylum
- many refugees are (highly-)qualified and want to work

Rumour 4

Our people suffer from social hardship and we help others instead our own people.

Facts:

- Help for refugees are not taken from social welfare beneficiaries but other financial sources
- After WW II, there were millions of European refugees for whom the Geneva Convention was established
- With the accession of the convention Germany bound itself to protect international refugees rights, as did other 144 states
- Help for refugees is an international, humanitarian obligation and not a decision to personal preference



6

Visual distribution of Rumours and facts.

○ Were there delays in the design and/or implementation of the campaign? The design and implementation of the campaign was tightly scheduled to an exact time-plan that was followed through the entire project, starting with the opening event (Picknick Bankett), where the campaign was made visible to thousands of Erlangers for the first time. Only at the end the city published a brochure with all the campaign information (as only at the end the project overview was possible). It would be nice to have all the distribution material right from the start. This, however, was simply not possible with the inclusive, participatory project approach. In this sense it is a sort of trade-off between participation and citizen engagement and the possibility to distribute materials right from the beginning and, as such, brand the project.

2. Global Communication

- What are the main messages that your campaign is spreading?

The main message is in line with the slogan: All migrants are...?! Don't spread rumours! Think, ask, act!

Throughout the subprojects the key message, that was included in action, not in slogans, was that migrants, also refugees, have a high potential, skills, knowhow, that is often overseen, but if taken into account can benefit the entire city. As such the message is close to the diversity advantage message of the Intercultural Cities project.

- Have you designed a specific logo and communication slogans?

The C4i- Erlangen logo states "all foreigners are...?!" – Don't parrot, ask!



7

- What communication and dissemination tools are you using?
- Leaflet

Kommunikation für Vielfalt

Informationen sammeln
Welche diskriminierenden Gerüchte sind in Erlangen verbreitet und was sind die Tatsachen?

Kampagnen entwerfen
MITMACHEN: Schulen, Vereine, Institute, Unternehmen und Einzelpersonen
Einbindung in ein starkes Netzwerk
kostenlose Trainings und Workshops zum Entwurf von Medienkampagnen

Kampagnen umsetzen
Ständiger Austausch und Unterstützung bei der Umsetzung
Konzeptuelle Tipps, Kontakte und Medienarbeit
Verbreitung im Internet, öffentlichen Raum und deinen Netzwerken

Auswertung und Verbreitung
In Erlangen und Nürnberg:
Austausch der erfolgreichsten Kampagnen
Europaweit: Vergleich der Ergebnisse,
Verbreitung der besten Ansätze der Erlanger Kampagne

Amadora | Barcelona | Bilbao | Botkyrka | Erlangen | Limerick | Loures | Lublin | Nürnberg | Patras | Sabadell

Funded by the European Union and the Council of Europe

IMPLEMENTED BY THE COUNCIL OF EUROPE

Projekt Kommunikation für Vielfalt: europaweite Medienkampagne zum Mitmachen

Organisatoren Gemeinschaftsprojekt des Europarates und der Europäischen Kommission mit elf europäischen Städten

Ort Europaweit – in deiner Stadt!
Amadora, Barcelona, Bilbao, Botkyrka, Erlangen, Limerick, Loures, Lublin, Nürnberg, Patras, Sabadell

Ziel Aktivierung der Zivilgesellschaft in den teilnehmenden Städten.
Aufbau und Mobilisierung sozialer Netzwerke, die:

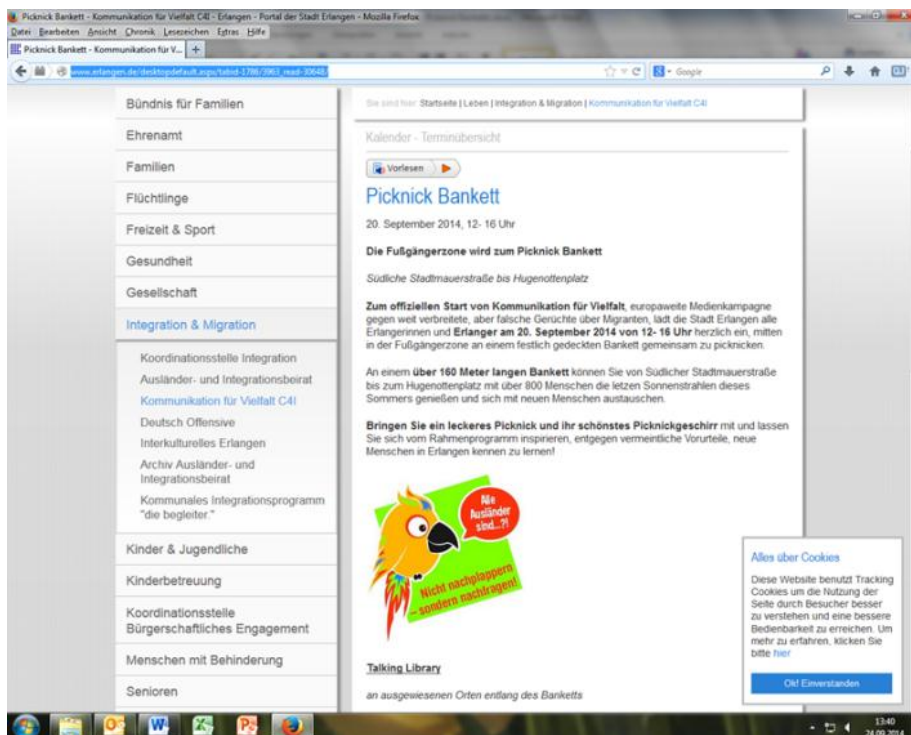
- öffentliche Wahrnehmungen und Meinungen über Vielfalt durch Informationen und kreative Kampagnen stärken;
- weit verbreitete Vorurteile und Fehlwahrnehmungen gezielt bekämpfen, die lokale Integrations- und Inklusionsstrategien untergraben.

Projektzeitraum Februar 2014 bis Februar 2015

Info und Kontakt
Stadt Erlangen, Integration und Internationale Beziehungen
Rathausplatz 1, 91052 Erlangen (Montag bis Mittwoch)
E-Mail: annasophia.heintze@stadt.erlangen.de
Telefon: 09131 86-1863
Fax: 09131 86-1991
www.erlangen.de/vielfalt
[/kommunikation.vielfalt](https://www.facebook.com/kommunikation.vielfalt)

Kommunikation für Vielfalt – Mit dir!

Design: Vanessa Drummer.
Distribution: +5000 (additional print costs internal coverage)



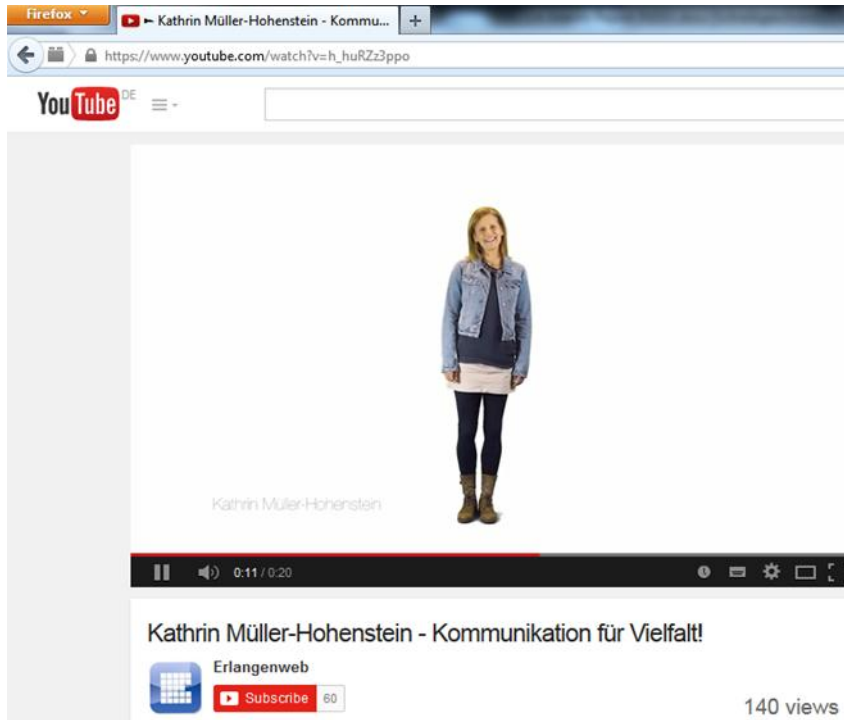
- F/kommunikation.vielfalt



9

Youtube

Kathrin Müller-Hohenstein: Leading German sports anchor-woman and Erlanger: “I communicate for Integration!”



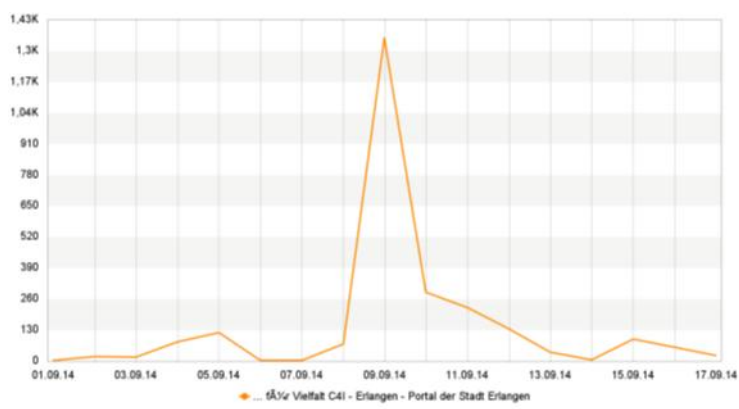
Raphael Schäfer "Goaly of the 1. FCN. "If you don't communicate for Integration you shoot an owns-goal."



10

Reach: 25.000 people
Monthly announcements from September 2014 on:

Target group specific: C4i- Erlangen launched a communication partnership with Siemens Metropol-Region (includes Erlangen). The graph below shows the impact on linking the C4i website to the first newsletter announcement.



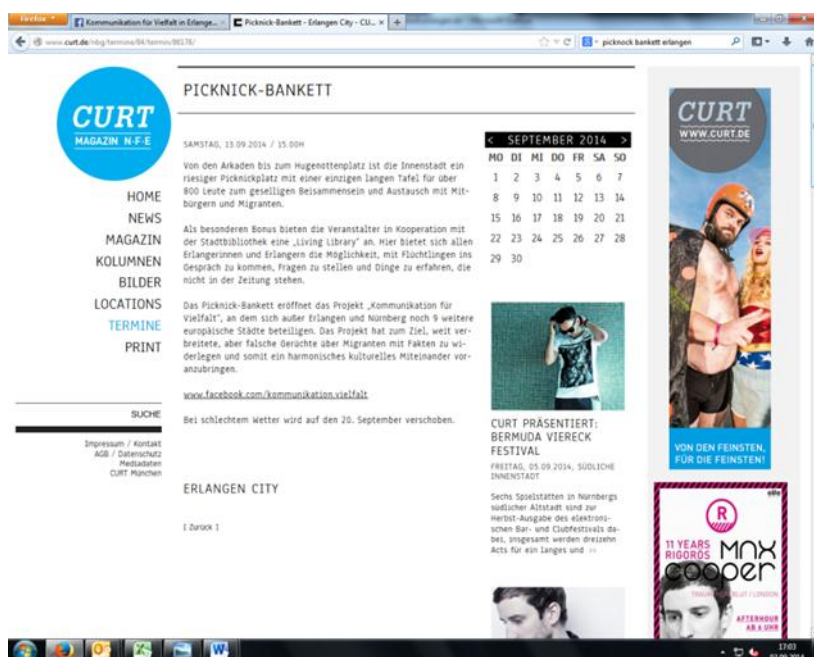
Statistics of Page Impressions www.erlangen.de/vielfalt. Peak: Siemens monthly Intranet announcement

The link from the Siemens newsletter to the C4i website was first time attached in the September 2014 issue. It was placed at the end of the article, so the click numbers suggest that people that clicked have read the article. The graph shows the increased page impressions after the release of the Siemens newsletter on 9.9.2014.

Furthermore, statistics on visitor numbers show that visitors of the C4i website increased from 39 on 7.9.2014 to 213 on 9.9.2014.

11

- Announcements in City Calender Guide Always when C4i event happens.



- **Radio – bimonthly feature**



Radio Z – Onda Latina Featurs C4i-Erlangen bi-monthly in Fridays at primetime between 7-10pm in the Spanish-German bilingual radio show.

The collaboration has started at the 25 years anniversary of the show:

“No Faltas! Don`t miss out! Friday: Onda Latina: Radio Z – 25 years – 200. Radio show, Spanish and German! 95.8 MHz, live!“.

Invitations to special events via mail to +5000 people,



Einladung zum
Picknick Bankett - 13'

Fact-focused mail from the Major about the status quo of the refugees in Erlangen



Flüchtlingsunterkunft
.msg

- What have been the main communication activities (presentations, workshops, media, press, etc.)

In the first phase (kick-off, February 2014-March2014) presentations in the big for a where held, to find and engage partners, such as representatives of the foreigners and integration council, the inclusion conference, the integration conference, the city administration etc.

In the second phase (content, design and structure, March 2014-July 2014) workshops where held with partners to create a campaign.

In the third project phase (implementation July 2014-January 2015) the key awareness events took place, including PR (traditional and social media, including radio, TV, newspaper, local media, such as university press, Siemens internal press, magazines and social media).

In this phase also the workshops/trainings for anti-rumours agents were conducted.

- What have been the most and the less useful communication tools and actions? And why?

The most useful communication actions were the ones that most people reached and moved them. We established a measurement mechanism, to track.

Firstly, the Siemens internal newsletter was very successful as communication tool. We embedded the link to the official project website on the bottom of the articles and the clicks on the website (meaning the reader has read the article top to end), skyrocketed.

Second, the comics were distributed via extremely popular Facebook pages (SZ Magazine, University website, other very popular, already existing Facebook groups, such as “You come from Erlangen, when...”). Pushing our messages on these pages, lead to a viral distribution of them. This was most successful when paired with humour, as done with the Comics.

Thirdly, we established a large e-Mail-list with +4000 addresses and distributed info via this tool, such as the call for participation in the online-questionnaire for our evaluation, or invitations to events. Additionally we asked (in red colour) kindly to distribute the information to each readers network, in order to start a snow-ball effect. This worked extremely well, too

The least effective information tool is our website www.erlangend.de/vielfalt, as the technical possibilities are limited and the website is extremely static. The city plans to change the overall website structure to make it more visible, clear and interactive.

- Which new communication tools are you planning to introduce before the end of the project?

We will publish a final guide, including main rumours and facts. This guide will also be distributed after the end of the project and is part of our sustainability aspect we added to the project.

3. Anti-rumour network

- What are the key actors involved and supporting your campaign?
 - Members of the Erlangen Foreigners and Integration Council
 - Members of the E.F.I.E. refugee NGO that established the contact to refugees
 - actively involved refugees
 - the representatives of the Siemens AG
 - the city staff, including political leadership and administration
 - hundreds of active private citizens that have joined to fight rumours

How did you manage to engage and motivate them?

- Have you set up some kind of network structure? How does it work? (working groups, commissions, informal meetings...)

We have set up subproject teams for all major events, distributing tasks according to their networks, competencies and interests. We also did this during the entire Siemens cooperation that started out as pure communication cooperation and developed into the traineeship subproject. When the traineeship project grew, we added new people

to the subproject teams with new tasks. This allowed us to have a clear project management and make sure that everything was followed up in time, while having a flexible project set-up, as needed with volunteers that often do not want (and even if the will is there cannot) commit their reliable support for months ahead.

4. Anti-rumour agents training

- How are you doing/planning the anti-rumour agents training (number of agents to be trained, profiles, how do you attract them)

1st training

For the first training, we selected Siemens employees, to reach out into our target group. From over 50 applications, we chose the 10 most promising people to be trained. Promising according to the following criteria

- Capacity to work as a trainer
- Social engagement
- Knowledge of intercultural work and concept, or intercultural experience
- Power position within the Siemens company e.g. popularity amongst the team members (role as a discourse fosterer)
- Dedication to the training and to promote the project afterwards

2nd training

To ensure the sustainability of the training, the second training we offered to Erlangen structures that will carry on the project and distribute the campaign material, also once the European project finishes, including:

- 5 places for members of the Foreigners and Integration council
- 5 places of the Die Begleiter (adults that support young students that need help with social integration)
- 10 places for the public that is active with C4i and would like to get strengthened in their anti-rumour communication capacity, communicated via the facebook website of C4i

- How do you link the anti-rumour agents with your campaign? What are they expected to do?

The anti-rumour agents are strongly active in the Siemens project (one of the C4i flagship Erlangen projects). They support the official diversity manager in charge in all respects, including providing anti-trainings in units where asylum seekers get internships, distribute campaign material, foster sustainability of the project via connecting it to action in the future, such as the International Diversity day that also takes place annually at Siemens.

- Have you used C4i training material for the training?

For the first one not, as it was not published by then. This was perceived by the people being trained as a huge lack of information and not empowering them to continue but putting them on hold. If such a project was reproduced the Erlangen experience shows that on the European level, there should definitely be the material ready in time.

Otherwise, we used self-produced material, including the “facts on the table” (list with

rumours and facts” and also the “Marburger Liste”, which is a research outcome from German scientist that was provided to us in the initial research symposium we had jointly with the city of Nürnberg.

5. Anti-rumour campaign activities

- What are the main anti-rumour activities of your campaign? (Regarding specific goals and targets) Please provide a brief description of each one
- Internship at Siemens

Traineeships for (highly-)qualified refugees at Siemens AG:

a joint effort between the Siemens AG and the city of Erlangen

Fight rumours - provide workplace orientation - realise potentials

Content

1. Written documentary
 1. Title
 2. Summary Description
 3. Background, source of ideas and partners
 4. Specific Goal and target
 5. Actions, Timescales and Resources
 6. Challenges Encountered
 7. Outcomes
 8. Learning along the way
- II. Attachment
 1. Photos
 2. Flyer
 3. Facts laid out on the line
 4. Press
 - 4.1. TV
 - 4.2. Newspaper articles
 - 4.3. Onlinemedia

1. Title: Traineeships for (highly-)qualified refugees at Siemens AG: realizing potentials

- a joint effort between the Siemens AG and the city of Erlangen

As part of the C4I project - a joint action of the Council of Europe and the European Union- 11 selected cities, among them the city of Erlangen, seek to foster well-informed public debates on migration and diversity. The aim is to combat unfounded (but widespread) rumours and misconceptions about migrants.

In the context of the EU-CoE joint project C4i, the city of Erlangen pursues a number of media campaigns and activities. The city of Erlangen and the Siemens AG have been closely cooperating in the endeavour to fight rumours against migrants and, in particular, against refugees. Together they launched several initiatives. One of these activities is a traineeship for (highly) qualified asylum seekers at Siemens.

In the first quarter 2015, a closely monitored pilot programme was set-up to create structures for a robust, reproducible and successful internship programme for Asylum seekers at Siemens. Two asylum seekers took part in this first pilot. The programme structure is designed to be reproduced within Siemens Erlangen-Nuremberg, but also at other Siemens headquarters, namely Munich and Berlin, and serves as case-study for other companies in Erlangen and beyond. The post-pilot phase, during which the programme is consolidated and adapted as a more permanent programme for larger numbers of Asylum seeker-trainees, began in May 2015.

16

2. Background, source of ideas and partners

Project background

Political Background – refugee numbers rising

Middle Franconia's government obliged Erlangen on September 2014, in addition to the present refugees, to accommodate 300 new refugees on a week's notice. These people were housed in tents – and prejudices about refugees gained new political pertinence in Erlangen. By May 2015, about 750 refugees were living in Erlangen, 400 of whom will stay throughout their Asylum process and, if asylum is granted, may make Erlangen their new home.

Erlangen - refugee workforce integration as a historic success story

Erlangen is a city with over 300 years history of integrating asylum seekers into the local workforce, and of appreciating the benefits of doing so thanks to the influx of know-how and skills. In 1686 Erlangen, at that time a city of about 500 citizens, welcomed around 1500 French refugees, the Huguenots, that soon turned Erlangen into an economic hub of innovation. The city prides itself with this history, reflected in the slogan "Erlangen - Offen aus Tradition" ("Erlangen - openness is our tradition").

The company's cooperation –social responsibility and diversity advantage

The Siemens AG employs around 23,000 employees in the area today, nearly 25% of the Erlangen workforce. Siemens AG acknowledges the responsibility that comes with its impact on the urban social fabric, the company's corporate social responsibility and a profound conviction of the diversity advantage and it cooperates closely with the city of Erlangen on C4i. Siemens AG empathises with the plight of refugees, as a global company that itself was a "refugee" having to move after the war from bombarded Berlin to

Erlangen. Being a global company with customers around the world, and an international workforce, Siemens AG has a strong commitment to diversity management and fully embraces the diversity advantage.

Source of ideas

The Chamber of Industry and Commerce, supported by many private companies, calls for structural changes in Germany to allow for integration of asylum seekers into the workforce. While many asylum seekers arriving in Germany are (highly-) qualified, their potential is often overseen and barriers to applying their academic and professional knowledge and skills are often high. In fact, many Asylum seekers across Germany are forced into a life of inactivity, disconnected from German society and in practice barred from the German labour market. Although legal workplace regulations for asylum seekers have improved steadily over the last months, structural changes have been slow. In order to provide an opportunity for (highly-) qualified asylum seekers, the city of Erlangen offers orientation-traineeships, carried out by the Siemens AG. The aim is to counter rumours against refugees amongst employees, and thus a large part of the Erlangen inhabitants, by demonstrating their potential and increasing interaction, alongside providing orientation for refugees within the German labour market.

Partners

Partners, Sponsors and Volunteers

The traineeship programme was developed jointly between the city of Erlangen and the Siemens AG. The city was integrated the project with the C4i general goals, by identifying (highly-) qualified refugees, mainly through the Asylum seeker advisors, and through establishing necessary bureaucratic structural changes jointly with the foreigner's office, social unit, coordination unit for integration, and the employment bureau.

Siemens AG provided support through the Siemens regional office of Erlangen/Nuremberg, HR and Employer Branding & Diversity.

In additional, the C4i-trained anti-rumour agents (Fürsprecher für Vielfalt) supported the project throughout. Also, as part of the traineeship programme a 'buddy programme' with Siemens employees from the Divisions Digital Factory, Mobility and Healthcare, as well as cross-departmental units for Global Services and Human Resources that support the trainees one on one, was set-up.

4. Specific Goal and Target

The overall aim was to promote the ICC core aim of the diversity advantage, and reduce rumours about refugees by showing their potential within the Siemens AG.

The specific goals for the Asylum seekers are to:

- Support workplace integration and orientation of asylum seekers and allow for self-assessment of professional capacities
- Get to know company structure and culture of global, international company
- Foster societal participation and integration
- Offer professional opportunities for Asylum Seekers
- Built professional competencies and strengthen self-image

- Reduce rumours and (unconscious) prejudices within society (colleagues, other asylum seekers etc.)

The specific goals for the employees are seen to be:

- Foster a culture of tolerance and acceptance
- Reduce rumours and (unconscious) prejudices against migrants
- Foster empathy and self-reflection
- Take on responsibility
- Strengthen culture of ownership
- Foster volunteering within company
- Foster commitment – company loyalty, belonging and strengthen overall company-employee ties.

The specific goals for the company are to:

- Utilise the potential of (highly) qualified asylum seekers (diversity advantage)
- Counter a lack of highly skilled workforce in Germany
- Strengthen the positive image of company
- Take on societal and local responsibility: foster CSR
- Become a role model for other companies
- Pioneer as a trend-setter in society
- Contribute to a Diversity Strategy and Vision 2020

5. Actions, Timescales and Resources

1. Select Trainees	<ul style="list-style-type: none"> • Cooperation with city of Erlangen: coordination integration and refugee counseling • Hand in CV, application form (English or German), certificates, if applicable. • Photo NOT needed
2. Select Team	<ul style="list-style-type: none"> • Forward Applications: HR DE CON to local HR units • Identify suitable work units
3. Select Buddy	<ul style="list-style-type: none"> • Support EBD or local HR • EBD or local HR clarifies and gives training about role, tasks and conditions of buddy
4. Get work permit and finalise work contract	<ul style="list-style-type: none"> • 4 weeks before traineeship start: Siemens fills in work permit application form -> asylum seeker seeks work permission via local city foreigners office (approval period: max 3 weeks) • finalisation of work contract by local HR: approved by workers council • clarify – apprentice reduction of lunch costs (50%) • Send contract to trainee, copy EBD, forward to city of Erlangen)
5. Training Trainee and Buddy	<ul style="list-style-type: none"> • 2 weeks before traineeship start: around 1,5 h • First get-together training and buddy • general information about Siemens and Diversity, unconscious bias training

6. Information Team	<ul style="list-style-type: none"> • 1-2 weeks before traineeship • First get-together manager and trainee • EBD or Diversity Agents (anti-rumour agents), or local HR, around 1 h • Information about C4i, framework of traineeship • Preconditions in team: direct responsible, E-Mail address, task plan • traineeship project
7. Traineeship	<ul style="list-style-type: none"> • 2 months
8. Workshop Team and Trainee	<ul style="list-style-type: none"> • 1. Week of traineeship: EBD or Diversity Agents (anti-rumour agents), local HR around 1,5 h • Get-together, intercultural communication, unconscious bias, teambuilding
9. Support Team/Trainee/Buddy	<ul style="list-style-type: none"> • regular contact, e.g. telephone or E-Mail, SSN • contact person for all participants • EBD, Diversity Agents (anti-rumour agents) or local HR
10. Feedback Team/Trainee/Buddy	<ul style="list-style-type: none"> • last week of traineeship/ one week after traineeship • Team feedback • EBD, Diversity Agents (anti-rumour agents) oder local HR

(For the timescale see Powerpoint Slide “Timescale” in Appendix)

Throughout the traineeships

Target group	<ul style="list-style-type: none"> • (highly) qualified Asylum seekers (do not live in first registration asylum camps (ZAEs) but already in local Asylum housing, with little/no professional experience • at least 3 months in Germany • language competencies: good command of English and basic knowledge German or very good command of German • Soft Skills: stability to work on a regular basis, openness, high degree of motivation and interest
Framework conditions	<ul style="list-style-type: none"> • Orientation-Traineeship for the duration of 2 months • Costs are taken on by receiving work unit • Costs for canteen equal to apprentice regulations • individual work permit via foreigners office (city of Erlangen)
Support Programme (Diversity)	<ul style="list-style-type: none"> • Buddy System, Trainees are accompanied by Buddy • Introduction Trainee and Buddy • Introduction Team (work unit) • intercultural team workshop • regular exchange and final feedback team, trainee, buddy • Coordination of Diversity Agents/ anti rumour agents • Additional workpackage for trainees, including in-house trainings

Stakeholders

- City of Erlangen: Coordination Integration, local refugee organisations and refugee support agency
- Employer Branding & Diversity, Siemens AG
- locale HR unit, Siemens AG
- CG, Siemens AG
- Site Manager, Siemens AG
- receiving Siemens work unit
- Diversity Agents/Anti rumour agents

6. Challenges Encountered

Challenges included creating a programme that is outside previous regulations and structures and had to be built from scratch, including bureaucratic structures and cross-departmental knowledge sharing and cooperation in the field of asylum seeker employment, company processes, and a strong framework programme for the traineeships.

7. Outcomes

Short and long-term outcomes include:

- Reduction in rumours about refugees amongst Siemens employees
- Fostering of Intercultural exchange
- Fostering of Intercultural awareness and competences from both sides
- Awareness and use of the Diversity Advantage
- Exchange of know-how and knowledge
- Improvement of workplace capacity of Asylum seekers
- Strong contribution to long term intercultural integration

20

8. Learning along the way

Lessons learned:

1. Importance of timely identification and integration of the diverse units that will be involved, to make it “their project”
2. Companies can be a strong support for local integration efforts
3. Companies value the diversity advantage and can be great partners for intercultural integration projects
4. The buddy programme proved to be extremely useful and important both for the receiving units and the Asylum seekers
5. It is important to create a work-plan for the traineeships, so the Asylum seekers (or anyone involved) can proof and contribute their skills

Campaign activity 2: A Diveristy Picnic Banquet and Living Library

Summary Description

To launch the C4i *Communication für Vielfalt* (Communication for Diversity) campaign, the city of Erlangen built a banquet table over 180 meters in length and hosted a giant picnic along the main street of the city. About 1,000 Erlangers and

asylum seekers directly communicated and exchanged with each other, and took away with them information about rumours and how to counter them. Along Erlangen's longest picnic table, ten 'Talking Books' offered open conversations with refugees.

Background

The cities Erlangen and Nuremberg began their C4I programme in February 2014. With the slogan: *Don't parrot, inquire!*, citizens of Erlangen were invited to reveal prejudices and rumours about refugees in everyday conversations and to debunk them with facts.

Middle Franconia's government obliged Erlangen on September 3rd to accommodate 300 new refugees. They were housed in tents near the swimming bath *Freibad West*. Prejudices about refugees thus gained new political relevance. About 500 refugees lived in Erlangen in September 2014.

The prototype for the picnic banquet was the *Friedenstafel* of the neighbouring city of Nürnberg¹. The basic concept was replicated (large public banquet), while the content (fight rumours against refugees) and additional programme elements were adapted to suit the theme were added.

Partners, Sponsors and Volunteers

The banquet was a highly cross-departmental action, including various public institutions such as the public library (for the Living Library), the public safety unit (for the large event), the public refuse collection unit, the press and PR department, the Mayor's office, etc.

The Mayor of Erlangen officially opened the event. External partners included:

- two main local breweries to sponsor the 160 beer benches and tables;
- two large flower shops to sponsor over 160 flower pots for decoration;
- the city of Nuremberg to provide the table cloths and the original banquet concept, including organisation checklists, management masterplans etc.;
- E.F.I.E., a key local NGO that supports refugees in Erlangen to establish the contact with the refugees, bring together the E.F.I.E. refugee band, and carry out the living library;
- Tameru Zergeye, World Guinness Record Holder in walking on crutches and refugee from Ethiopia to challenge stereotypes in an entertaining way;
- Over 20 independent volunteers, part of the C4i Erlangen network to set up the banquet, decorate the table, support the Talking Library, invite and inform participants and sell balloons.



¹ See <http://www.nuernberg.de/internet/menschenrechte/friedenstafel.html>

Specific Goal and Target

The aim was to disseminate facts to counter rumours and to spark conversation about it. Specific communication tools, such as the Living Library, were used to encourage exchange in a deeper and sincere manner and not just symbolically share a large table.

The positive ambience - live music, flower bouquets, white table cloths and 400 balloons released in a symbolic act of diversity and togetherness - was key to conveying a positive feeling, in addition to the 'knowledge of facts' that refugees are not 'a threat' but can be an enriching source for our city.

The following was the Order of events on September 20th 2014:

12:00 am:	Opening of the banquet
12:00 am to 4:00 pm:	Selling of balloons at the information stand
12:30 pm:	live show: 'Circumventing my residential obligation' by Tameru Zegeye (Guinness world record for the fastest 100m on forearm crutches - inverted)
1:00 to 1:30 pm:	Talking Library
1:30 to 2:00 pm:	EFIE live band session 1 (EFIE: voluntary refugees' charity of Erlangen)
2:00 to 2:30 pm:	Talking Library
2:30 to 3:30 pm:	EFIE live band session 2
3:00 pm:	500 balloons flying simultaneously, laying down a marker against prejudices
4:00 pm:	Closing the banquet

'Living books' to borrow - Saturday, 13.9.2014, 1-3 pm

Using the concept of a Living Library, along the length of the table people were explicitly invited to ask 10 asylum seekers about their life, talents, skills, experiences and dreams. The aim was to pose questions one would not normally dare to, thus overcoming rumours and getting to know one another. Banquet participants met people with extraordinary résumés with exceptional stories to tell; learned about unexpected talents of people living next door - refugees in Erlangen.

The Living Library offers conversations with people who are often pigeonholed in society and therefore often experience prejudice. Expressing curiosity is central to learning from Living Books, asking questions and hopefully revising assumptions and addressing prejudices and preconceptions.

The following are the rules for Living Library *participants*:

- Refugees register as a narrator by themselves or in pairs.
- Topics may include: talents, hobbies, know-how or any specific subjects to be written in the *Living Book*. The aim of the Living Library is to show that refugee status does not define the person: refugees are people with ideas, talents, knowledge and interesting stories.
- All participating Living Books receive after registering a contract for their commitment and participation in the Living Library. Each receives a 50 € allowance for volunteering.
- Each Living Book may bring a person they trust to explain details and give language support. Just one such person is allowed, to ensure that a full Living Library can take place simultaneously, that each feels comfortable and supported, and to enhance conversations.
- The Living Library is an opportunity to engage with new people and tell stories. The main aim is that to enjoy it and have fun!

The *visitor* rules of the Living Library are as follows:

- *Living Library* 'readers' can invite Living Books for a personal meeting for up to 20 minutes.
- The interview takes place at selected locations along the picnic banquets.
- Living Book decide what they want to say and what not, and this must be respected.
- Either the Living Book or the *reader* can cancel the conversation without reason at any time.
- The reader must 'return' the Living Book undamaged: It is forbidden to violate in any way the dignity of the Living Book.
- The Living Library enables a personal engagement refugees, and to interact with people with exciting and fascinating stories. The aim is to enjoy it and have fun!

Facts on the Table

Through workshops with political leaders and immigration stakeholders, and from an online survey, widespread rumours and prejudices concerning refugees and immigrants were gathered up to August 2014. Facts to debunk these rumours were also identified and presented on placemats called *Fakten auf den Tisch* (facts on the table). Distributed along the banquet, these placemats were intended to spark conversations about rumours and to enable reflection on them. In addition, on the back of the placemats guidelines and advice on how to effectively debunk rumours were printed², to give conversational guidance on how to argue against the rumours.

Attracting Participants

The main means of disseminating information about the event were as follows: Email-distribution (Siemens Intranet Newsletter, outreach to c. 25,000 Siemens staff in Erlangen-Nuremberg, all employees of Erlangen's city facilities: outreach c. 2000); Facebook (own page of *Kommunikation für Vielfalt* in Erlangen and Nuremberg), homepage of the city Erlangen. A flyer was also distributed in the city (2000 copies).

Challenges Encountered

The total budget was just 2,000 Euros. One of the key challenge was thus to mobilise the diverse partners, sponsors and volunteers to support the event and make it happen.

Outcomes

Media coverage of the banquet was very high and in some depth, including traditional media such as Radio, TV and newspapers and local magazines and Social Media like Facebook. A short article about the banquet was broadcasted in the *Rundschau* at *Bayerisches Fernsehen*. Strikingly, the media coverage was positive throughout, showcasing Erlangen as good example of engaging in discourse about refugees, during a time where the arrival of large numbers of

² These were based on: John Cook and Stephan Lewandowsky *Debunking Handbook* in five languages and available at: <http://www.skepticalscience.com/Debunking-Handbook-now-freely-available-download.html>

refugees to German cities was largely portrayed in a negative light and seen as a “problematic situation” rather than “asset”.

Overall the Picknick Bankett was a great success, many wanting to make it an annual event. It was a great opportunity to generate positive and active exchanges in one-to-one equality, between refugees and Erlangers:

- Enabling the exploration of issues positively
- Tacking them by recognising them as misunderstandings
- overcoming rumours with facts
- replacing fearful stereotypes with human, individual stories and friendly faces
- learning from each other
- making introductions and friendships, many of which still reported as ongoing
- over 1000 participants
- wide media coverage
- requests from Erlanger clubs, NGOs but also other cities across Germany to receive the “facts on the table” and to use them during public debates



8. Learning along the way

A number of very practical lessons were learned in terms of organising the event:

- The information pavilion that was had set up at the start of the large table was very important, as a meeting point for volunteers, the media and citizens seeking information. However, it should be placed in the centre of the banquet (not at the far end).
- There should be some gaps between the benches to allow passages to walk to the local shops and to better allow people in wheelchairs to sit down at the table.
- To release balloons in a symbolic act of diversity and togetherness was perceived by young and old Erlangers as a very positive and joyful experience. However, the balloons should be sold for less than €2 to improve the volume of sales and to avoid leftovers.
- It was key to have a large team of volunteers to constantly support this major event. However, volunteers need thorough training to promote the banquet more assertively and to actively invite passersby. Also it is important to motivate the first people to sit down to overcome hesitation. It was a little slow in the beginning but by the end, no-one wanted to leave!
 - If there have been any relevant changes regarding the activities foreseen in the first campaign proposal and the final one, please explain what factors have motivated these changes

We focused down from two to one target group, which shifted the campaign activities accordingly to Siemens activities. This was very successful, as the activities where

extremely high quality and the sustainability of the project is set-up with such strong partner.

- Have you been planning to introduce more changes from December 2014 to May 2015? If so, please explain the reasons for these changes

No.

- How are you evaluating the actions already conducted? (ex. level of participation, feedback etc.)

With the Siemens partner, as well as with any subproject, we constantly monitor the project and adjust on-goingly. Especially with the traineeship project for Asylum seekers we set up extremely short communication ways with a) the administration b) Siemens AG c) refugee NGO, in order to constantly monitor what goes well and what not and improve it right away. For a larger revue we have a) Online survey for 1000+ citizens that will be evaluated by Kseniya Rubicondo for the CoE as well as the Network survey (Siemens target group) that will also be evaluated by Ms Rubicondo for the project. Afterwards, we will communicate the results in Erlangen.

- What have been the actions that got more and less impact? And what do you think are the reasons for these differences?

The most impact on the urban level had the picknick banquet, as it was extremely positive, innovative and catchy for hundreds of citizens. Location (main street) and time (Saturday afternoon on a sunny day) as well as the innovative concept (everybody can bring food, and exchange and meets Asylum seekers in the “living library”, as well as the well designed information provided where perceived very positively and effective).

The Siemens project works very well but on a larger - longterm scale as it slowly turns into a Siemens flagship for diversity.

6. Lessons learnt

- What are the main complexities identified until now? And what have you done/are you doing to overcome them?

1. Importance of timely identification and integration of the diverse units that will be involved, to make it “their project”
2. Companies can be a strong support for local integration efforts
3. Companies value the diversity advantage and can be great partners for intercultural integration projects
4. A one on one buddy programme proved to be extremely useful and important both for the receiving units and the Asylum seekers to overcome rumours
6. Actions in the public space are generally more powerful than actions in closed units/rooms
8. To use something “nice” such as releasing balloons in a symbolic act of diversity and togetherness works well to get people’s attention and although it might first seem “showy” such positive aesthetic element is crucial to get the emotional commitment from citizens

9. It was key to have a large team of volunteers to constantly support major events. However, volunteers need thorough training to understand the key messages and to promote c4i actively.

- Have you used ideas of campaign activities/ communication tools or actions from other C4i cities? Which ones? Why?

We worked closely with the City of Nuremberg, so we carried out some action jointly. As such shared comics, shared research symposium, and had them as guests for our final integration conference e.g.

Also we used the parrot as a symbol for C4i which worked well.

And we used Sabadells information cards with the lottery layout that made the flyer so much for interesting and interactive.

- What are 3 main lessons learnt and ‘tips’ that you think are worth sharing with other cities that are implementing an anti-rumour strategy or want to start now?
 - a) Take a target group that is outside of the usual “suspects” that your city normally work with on integration topics. It will reach new people and be extremely powerful
 - b) Think about public, catchy events. If you want to reach people make it public.
 - c) Make it a peoples project, their project. Let them decide what they need and how they want to achieve it. Be transparent with the financial and administrative support that you can give and show that your position is simply to give a frame and enable. Including the people the campaign talks about, e.g migrants, refugees...

7. What have you expected from the participation in C4i? How your expectations were met?

The programme was very effective in Erlangen, which went beyond the expectations. Also the connection to the CoE and the other cities was helpful. Only, sometimes it would had been more effective to have the key documents in advance and not, once the events where they could have been of use, where over. It is a pilot in a small timeframe and for this, the campaign allowed great change that was extremely inspiring for future processes.

8. Calendar of activities

Please update your campaign calendar for the period of January 2014 to June 2015

C4i [ERLANGEN] CAMPAIGN

For the complete list, see appendix

2.3.C4i local team

2.3.1. Name and bio of the City representative, in case of change

Since 2003, **Silvia Klein** is head of the unit “Integration and International relations“ in Erlangen Municipality. She has been working for the City of Erlangen since 1986 at the Mayors and Press office and from 1986 to 2003 she was secretary at the Foreigners’ Council. She has extensive experience and skills in participatory intercultural work, strategy planning and developed and led the defining process of the Erlangen Integration Principles that resulted in a city encompassing cross-departmental integration policy as one of Erlangens key urban strategies. She is responsible for the steering committee for integration in the city of Erlangen and the annual city’s integration conference. She did a one-year university stay in Ankara (Turkey) and is fluent in Turkish. Silvia has studied Social Work and holds a MA in Organisational Development and Human Resources from the University of Erlangen-Nuremberg.

2.3.2. Name and bio of the local network coordinator, in case of change

Since February 2014, **Annasophia Heintze** is the C4I local coordinator, Erlangen, while half-time working in her second job as scientific advisor of the shadow minister for integration at the Bavarian Parliament. From Mai 2015 on she is scientific advisor to the Major of Erlangen. She has been a research and project management consultant for diversity projects and immigration policies on the European and local levels since 2011. Since then, she also lectured European Studies and Studies at the NCRE, the Science Po Strasbourg and the FAU. From 2009-2011, she was employed at the Council of Europe as (Senior) Project Assistant, assisting the developed, implementation and evaluation of international policy programmes, importantly the Intercultural Cities programme. Having lived in seven countries, she is fluent in multiple languages. Annasophia holds an M.A. with distinction in European History and Civilisations from the Universities of Leiden, La Sorbonne and the University of Oxford.

27

2.4.Visibility information

Include all other elements you have done for the project (logo, slogans, news on the website, dates of anti-rumour agents’ training, significant events).

2.5.C4i sustainability

Please respond to the following questions

2.5.1. Does your city plan to continue anti-rumour activities after the end of the project? Has a framework (strategy, action plan, etc.) and/or budget been adopted to this end?

Sustainability is a key question for the city, so there is a strong focus on sustainability for C4i in Erlangen. There is no “Anti-Rumour project” after the city. Instead anti-

rumours is fed as a mainstream approach in all activities/projects and concepts that are carried out in the cities, including coordination integration (all all subprojects), asylum seekers counselling, e.g. Also the Siemens AG is enabled now to continue the project and will do so in cooperation with the city of Erlangen. For this there is a clear action plan, budget etc.

2.5.2. How will you maintain and engage the anti-rumour network after the end of the project?

Towards the end of the overall project we guided Siemens into increasing autonomy in order to develop and enlarge the project within the company with no help of the C4i project team. At the same time, we trained townhall-staff to take on the administrative bureaucratic tasks to realise the project growth and continue with the newly established structures. Also, products developed during the C4i project were handed over to other units, including training on how to spread the message. As such the comics e.g. will be used in the weeks against racism 2015, where they were hung up in all public schools. This was all done in order to ensure sustainability.

2.5.3. Which C4i city partner would you like to cooperate with after the end of the project? Why?

The city exchange was very enriching for the city, so the city is interested in keeping the ties to all cities. Especially enriching where Limerick, Sabadell, Loures and Amadora, e.g. Nuremberg is and will be a strong partner of the city of Erlangen. The city is interested in joining for future tenders, where possible. Additionally to the city-city connections, the city of Erlangen is considering joining ICC network.