

**KONSTANZ IST BUNT,  
INTERNATIONAL UND  
WELTOFFEN.**

KONSTANZ | KONSTANZ INTERNATIONAL OFFICE

THE CONCEPT

**KONSTANZ  
INTERNATIONAL  
CITY**

*“On balance, the city of Konstanz is well-advanced on its path to achieving cosmopolitanism”*

Evaluation of the Konstanz “Self-Check Cosmopolitan Municipality” as part of the model project of the same name by the Bertelsmann Foundation and Phineo AG (June 2020)

**We would like to express our sincere thanks** to the numerous civic society initiatives and stakeholders, to the researchers, teachers and students of both universities, as well as to the employees from all municipal administrative departments for their commitment, their time, their ideas, their suggestions and their very specific participation in the development of this concept.

## LEGAL NOTICE

Stadt Konstanz, Dezernat II, Stabsstelle Konstanz International, Dr David Tchakoura, david.tchakoura@konstanz.de, Untere Laube 24, 78462 Konstanz / Editorial board: Dr David Tchakoura, Dr Andreas Osner, The “Regionauts” / Layout: The Regionauts / Photos: City of Konstanz, Torben Nuding, Stephan Lawrence, Chris Danneffel / Last revised: September 2022 / Printed by: Zabeldruck GmbH / Paper: Circle Offset White, certified with the Blue Angel environmental label and the EU Ecolabel, FSC®-certified

<b>PREAMBLE</b>	<b>04</b>
<b>1. INTRODUCTION</b>	<b>07</b>
WELCOME TO THE INTERNATIONAL CITY OF KONSTANZ	07
INTERNATIONAL MEANS SO MUCH MORE THAN SIMPLY INCLUSIVE	08
THE PROJECT AT A GLANCE	10
<b>2. RESULTS</b>	<b>17</b>
ENGAGEMENT AND PARTICIPATION	19
EDUCATION AND LANGUAGE	23
HEALTH AND SPORT	26
LABOUR AND ECONOMIC DEVELOPMENT	29
HOUSING	32
DIVERSITY MANAGEMENT	34
COMMUNICATION	38
<b>3. PROJECT STEERING</b>	<b>43</b>
<b>4. OUTLOOK</b>	<b>45</b>
<b>ACCOMPANYING DOCUMENTS</b>	<b>47</b>

# PREAMBLE

KONSTANZ IS COLOURFUL AND DIVERSE, A TRULY HETEROGENEOUS CITY WHERE PEOPLE FROM AROUND 160 COUNTRIES THRIVE TOGETHER. MORE THAN 30 PER CENT OF KONSTANZ RESIDENTS ARE OF AN INTERNATIONAL HERITAGE, AND THE TREND IS ON THE UP. MANY OF THEM HAVE LIVED HERE FOR GENERATIONS AND PLAY A DECISIVE ROLE IN SHAPING OUR URBAN SOCIETY. THEY WORK IN KONSTANZ, GO TO SCHOOL IN KONSTANZ, ARE MEMBERS OF A SPORTS CLUB OR EVEN SHAPE THE FACE OF THE CITY.

The history behind the Council City of Konstanz has always been international by nature in bygone centuries; the city was a meeting place of different views and cultures, it still is precisely that today and should remain an international and cosmopolitan city in the future.

Numerous associations and initiatives contribute to achieving this, as do the universities and businesses in Konstanz, along with educational and social institutions that work in an international context on a daily basis, and which could not exist without it.

Why is the City of Konstanz concerned with internationality and participation?

In 2009, a “Framework Concept for Integration Work in the City of Konstanz” was last drawn up and adopted by the Municipal Council. Since then, a lot has happened, both in the wider world and in Konstanz: The demographic composition of the city’s population has shifted, an economic structural change has taken hold, and the combination of the city’s social situation and the level of cultural diversity have transformed the expectations of today’s administration beyond recognition. The demands for education, political participation, societal involvement, equal opportunities and cohesion have grown. Due to these new fundamental principles, the old framework concept was outdated and in need of a realignment. A new concept with contemporary goals, visions and measures is needed.

**Integration** seems to us to be an outdated term in this particular context. The term suggests that supposedly foreign nationals should fit into something homogeneous and makes it difficult to perceive cultural diversity as a matter of course, and, indeed, an opportunity. But it is precisely this self-evident diversity that is essential for cohesion and equal participation. That is why, in this concept, we choose the concept and approach of **Internationality**: It underlines the implicitness and potential of cultural diversity and lays the conceptual foundation for harmonious coexistence. The concept “Konstanz International City” takes the entire urban society into consideration, and, at the same

time, pays close attention to milieu- and target group-specific needs in the proposed measures

## *The mission of the Municipal Council*

Following intensive preliminary discussions in the International Forum and the Social Committee, the Municipal Council commissioned the City Administration in November 2018 to develop an action plan for the coexistence of people with an international demographic in the city’s population (Cf. SV 2018-3437). With this decision, the local councillors had a clear set of expectations:

The concept is to represent a new, holistic specialist strategy and is to be developed and updated in a participatory manner. The developed concept should be binding, with an implementation-oriented focus and practically manageable. It should continuously contribute to the following,

- To perceive Konstanz as an international city.
- To use the opportunities and sources of potential associated with immigration.
- To promote the integration of people of an international demographic into urban society.
- To ensure social cohesion.

In addition to the development of a content-related strategy, the process was also intended to examine and, if necessary, optimise the organisational structure of the Integration Department, as well as the role and proper functioning of the International Forum. A reorganisation process was carried out in September 2020 by merging the former individual staff units “Integration Office” and “Refugee Commissioner” into the new “Staff Unit Konstanz International”. The reform of the International Forum is still pending; it represents part of the catalogue of measures in section 2.1.

The present concept of “Konstanz International City” builds explicitly on the central values of the city of Konstanz. Our values compass refers to the following overall objectives:

- Strengthen social cohesion
- Enable the equal participation of all people
- Enhance the quality of life in (and identification with) the city
- Shape diversity respectfully and with the right opportunities

This value-based, goal orientation underpinning the concept ensures that the numerous individual measures do not simply run alongside each other, but are combined into an effective specialist strategy for the work of the City Administration.

## *The concept: Konstanz, an International City – a classification*

Through a wide-ranging participation process, a strategy has now emerged that is intended to support the city of Konstanz in making further progress towards becoming a cosmopolitan city that sees internationality and diversity not as a risk but as an opportunity. This is an essential building block for the overall sense of alignment and self-image of the city of Konstanz.

The concept concentrates on those measures and focal points that are the responsibility of the City Administration and its stakeholders, in order to achieve the requisite commitment. Of course, the city of Konstanz and, especially the internationality of the city, thrive on the diverse and countless small (and large-scale) stakeholders involved, who shape the image of our international city and, without whom, neither integration nor intercultural exchange could take place. Nevertheless, the catalogue of measures focuses on the core competencies of the City Administration, and can be understood as a significant work assignment for the city of Konstanz.

How can integration, participation and support from a wide range of stakeholders succeed when public funds are scarce, and no additional resources are available? Integration, participation and cultural appreciation require, in particular: Sensitivity, a degree of recognition and openness vis-a-vis one another. Often it is about doing things differently and having an eye for where more space for internationality can be created in everyday life and our own actions. The aim of this concept is, therefore, also: To create sensitivity and make opportunities recognisable.

## GREETING: WELCOME TO THE INTERNATIONAL CITY OF KONSTANZ

**KONSTANZ IS AN INTERNATIONAL CITY. OVER 86,000 PEOPLE FROM 160 COUNTRIES LIVE HERE. EACH AND EVERY FOURTH PERSON HAS A MIGRATION BACKGROUND. WHAT POTENTIAL!**

“Konstanz International City”. I cordially invite you all: Let us inspire you with our concept, develop it constructively with us and fill our international city with life through your daily actions!

Konstanz is on the up. Many people make a conscious decision to move here, to learn, study, work, and start a family. Some are brought to our city by chance. Others come out of need, having had to flee their homes.

A challenge for our urban society: Welcoming people, supporting them in their search for an apartment, a day-care place or a job. To give them the right points of contact for all their questions, and to offer them a long-term perspective. Thanks to the robust structures that have become rooted in civic society and the many committed people involved in initiatives, politics and administration, we are succeeding well all in all – and we are constantly learning.

It is a tremendous opportunity for all of us to be inspired by diversity, views, life stories, experiences and competencies on offer, to find much-needed professionals and to become co-creators of our community. That is why we want to promote and harness a welcoming, cohesive and participatory culture in all areas of life. That is why we need the present “Concept International City”.

In 2020, the City Administration entered into an intensive process on behalf of the Municipal Council. Together with associations, initiatives, institutions, citizens and the two universities, we asked ourselves self-critically where and why living together in Konstanz already works well – and what we must succeed in doing even better so that it actually applies in all areas and to all concerns: All Konstanz residents feel at home in our city; all have equal rights, and all can participate in our city society and help shape our community.

The findings and measures have been incorporated into the present concept of “Konstanz International City”. It will constantly occupy us in all administrative areas in the coming years.

My thanks go to the Ministry of Social Affairs of Baden-Württemberg for the funding, and to all those who helped develop the concept



Yours, Uli Burchardt  
Mayor of the International City of Konstanz



# IN CONVERSATION: INTERNATIONAL MEANS MUCH MORE THAN BEING INCLUSIVE

WELL-FOUNDED, CO-PRODUCTIVE AND OPEN-ENDED: A CONVERSATION WITH MAYOR DR ANDREAS OSNER AND THE PROJECT MANAGER FOR THE CONCEPT DEVELOPMENT EFFORTS BEHIND “KONSTANZ INTERNATIONAL CITY” AND THE KONSTANZ INTERNATIONAL OFFICE, DR DAVID TCHAKOURA, REGARDING THE PRESENT CONCEPT AND THE MUNICIPALITY’S ROLE ON THE WAY TO BECOMING AN INTERNATIONAL CITY OF KONSTANZ.

*Mr Osner, Mr Tchakoura: Can successful integration, cosmopolitanism and internationality be planned just like that?*

**Osner:** Certainly not. But, as an administration, we are usually the first point of contact when concerning the social welfare needs of the people. What we do as a local government – and especially how we do it – shapes the all-important “first impression” and thus the climate, attitude and cohesion in our city. We want to set an example as a City Administration and exemplify internationality, openness and diversity. And, therefore, we have to constantly develop the administration and, ultimately ourselves. I see addressing this with a strategy and a plan as an essential part of our work: In order to ensure a robust democracy, a respectful way of coexistence and resilient communities.

*What exactly do you mean by “resilient community”?*

**Osner:** When we look at the current developments within our democracies in Europe – and even more so worldwide – we, unfortunately, are experiencing a renaissance of populism, divisive tendencies, hatred and violence. In Germany, too, we have to concern ourselves with ensuring peaceful coexistence in diversity. That is why our mission – including here in the municipality – is to safeguard central values such as respect, shared responsibility, and simply: our democracy rooted in peace and freedom. I consider this value orientation in public service to be absolutely essential. Given that this is the purpose of our work: To make people, their attitudes, our culture and our institutions resilient in the face of such dangers. This is what I mean by a “resilient community”.

**Tchakoura:** And what community could be more resilient against seemingly easy solutions, against populism and backward-looking ideas, than an international city? For me, being international means much more than us “established” people wanting to “integrate” the “new” people – so that they all become good residents of Konstanz.

For me, this is a completely outdated and one-way understanding of integration. Rather, it is about how we want to live together in a de facto international city, and shape the future together with everyone. We must foster a welcoming culture, promote equal participation and strengthen social cohesion. This requires serious openness. It requires a willingness to question our own ideas and prejudices, to be curious about other people and perspectives, and learn from each other. From this, real internationality can emerge, something new, powerful, forward-looking.

*Facing forward: In which direction should the city’s development go in concrete terms?*

**Osner:** It is not a question of throwing everything, including what is tried-and-tested, overboard with a new concept, and starting from scratch. First of all – against the background of those social values formulated above – we have to be clear about the core overall objectives of our daily activities. That is why we have developed our “Value Compass”, which sets four binding goals for each department and its specific work: Firstly, strengthening social cohesion – for example through our neighbourhood work or cooperation with the numerous associations and the voluntary sector. Secondly, to enable equal participation – for example, through our prevention system, the expansion of early support or the so-called “Sozialpass”. Thirdly, to develop a decent quality of life and strengthen the identification with the community – for example, through our cultural institutions and the activities of cultural education. And fourthly, to shape diversity in a respectful and opportunity-oriented way – for example, through projects such as “Von/Einander/Kennen/Lernen” or simply through this concept.

*Sounds good. But how far along is the city really? And where are there still issues?*

**Osner:** The starting position is good for now. There are so many innovative offers in Konstanz, a strong and well-networked civic society base, imaginative initiatives, committed volunteers and qualified staff. In 2015, the city of Konstanz signed the Charter of Diversity, and we have always cooperated closely with civic stakeholders, churches, sports clubs and welfare associations. We have just won second place in the German Kita Award with our network “Startpunkt Leben”. These structures are well established, rooted in trust, and sensitised in the best possible way: to change and new challenges. This form of cooperation – which has been built up over many years, for example, with the associations in the context of refugees, the city sports association or the general parents’ advisory councils for day-care centres and schools – is a strong foundation on which we can continue to build our international city.



**Tchakoura:** “Build” is a good keyword because there are undoubtedly a few areas requiring development. The work on the present concept has clearly shown us the potential for improvement – e.g. in terms of communicating what exists, accessibility of offers, awareness and change of awareness. The participatory workshops, the accompanying work of the university and the HTWG, and our comprehensive self-check process within the framework of the model project “Weltoffene Kommune” (Cosmopolitan Municipality) provide us with clear indications. One central starting point for me: To involve people with an international demographic even more so, to get them truly on board in every sense, and to integrate them. And to listen to (and tell) more of these impressive migration stories.

*In conclusion: What do you wish from and for the international city of Konstanz?*

**Tchakoura:** I wish that, at some point, we would no longer talk about “integration” or about “people with a migration background”. Everyone who lives here belongs here as a matter of course; everyone feels like a resident of Konstanz with all the rights and duties that go with it.

**Osner:** I would like to see the rich diversity of cultures, ethnic groups, religious beliefs and sexual orientations reflected throughout the City Administration and in all its operations, just as it is already reflected in Konstanz society today. Diversity is seen in all its breadth as an opportunity and source of potential that we recognise and promote as a matter of course, and in a targeted manner for the future viability of our local government.

*There is certainly still some way to go before then. We wish you all the very best and plenty of perseverance in this endeavour!*

The questions were put forward by Harald Kühl (the “Regionauts”).



Migration background, migration biography, migration history, international roots or international history, “deutschplus”, “postmigrant” – in specialist literature, in the media and in everyday life, many terms are used and discussed. In the present concept, we have decided to speak of **people of an international demographic** – from our point of view, a non-value assigning term that includes those who move to us, as well as those who have lived in Konstanz for generations.

# THE PROJECT AT A GLANCE

## Project progression 2020

### JULY TO DECEMBER 2019:

Pre-project phase (preparation of the project assignment, establishment of the internal project group, preliminary talks and onboarding of the universities in Konstanz as cooperation partners, the acquisition of funding, call for tenders for external support and the awarding of contracts, establishment of internationality as a concept approach)

### OCTOBER 2019 TO MAY 2022:

Project reports in meetings of the International Forum

### DECEMBER 2019:

Funding commitment from the Baden-Württemberg Ministry of Social Affairs for EUR 76,359.93

### 11 FEBRUARY 2020:

Kick-off workshop with around 40 participants: Main topics/fields of action for the future concept, sharpening of the contents for the situational assessment, identification of further relevant stakeholders, agreements pertaining to the further process

### MARCH-MAY 2020:

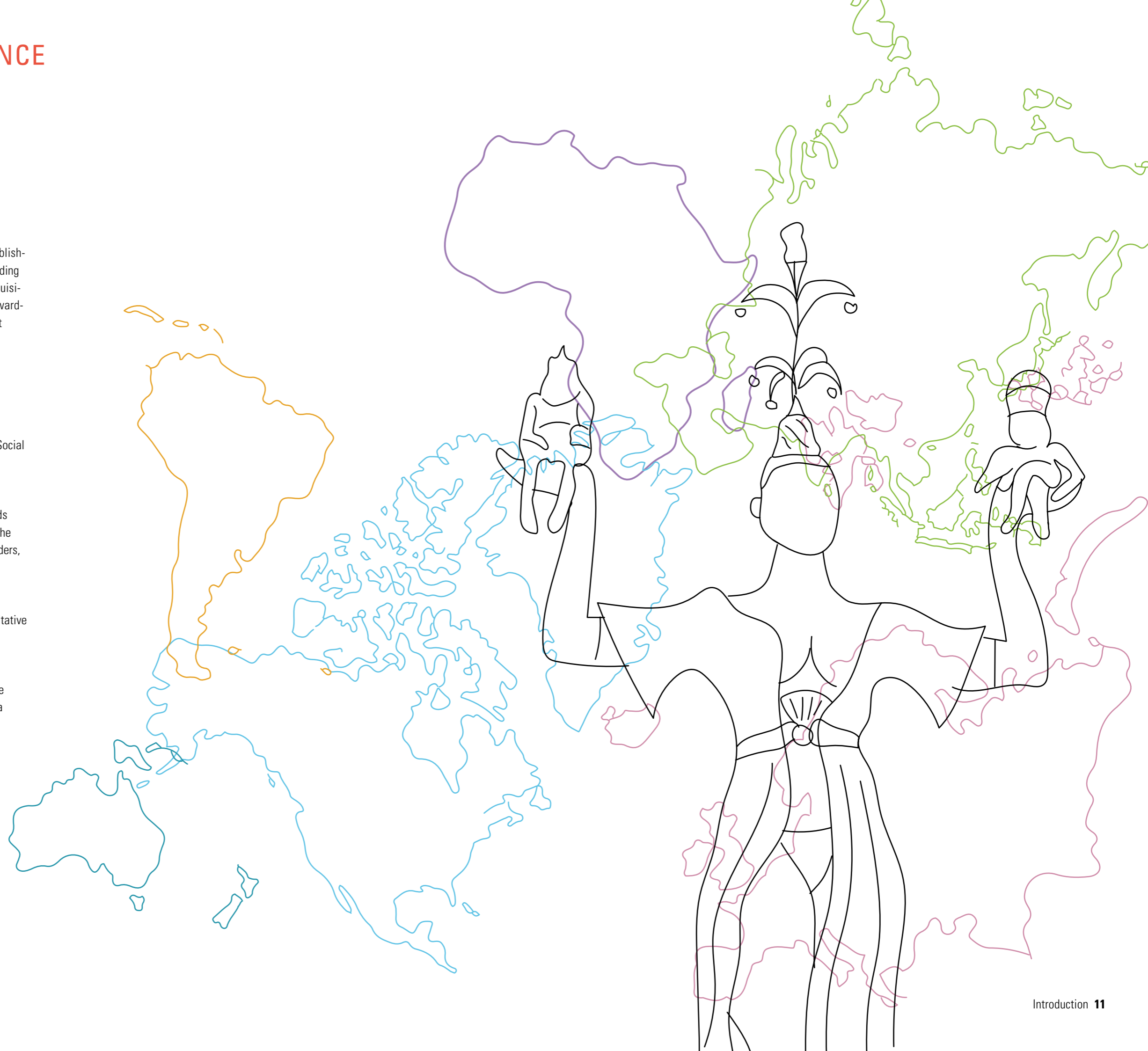
Written survey of eleven offices/departments and in-depth qualitative interviews to take stock of the situation

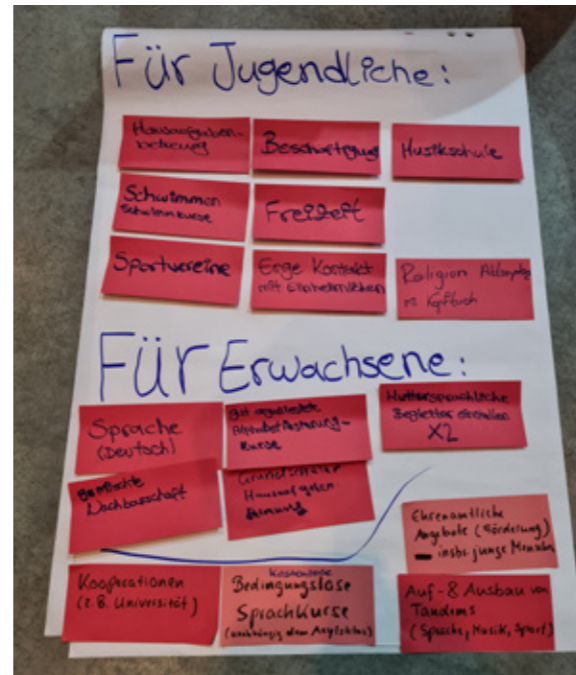
### 20 JULY 2020:

Workshop "Self-Check – Cosmopolitan Municipality" (look at the results so far, formulate goals, plan further steps, setting up of a steering group)

### 25 NOVEMBER 2020:

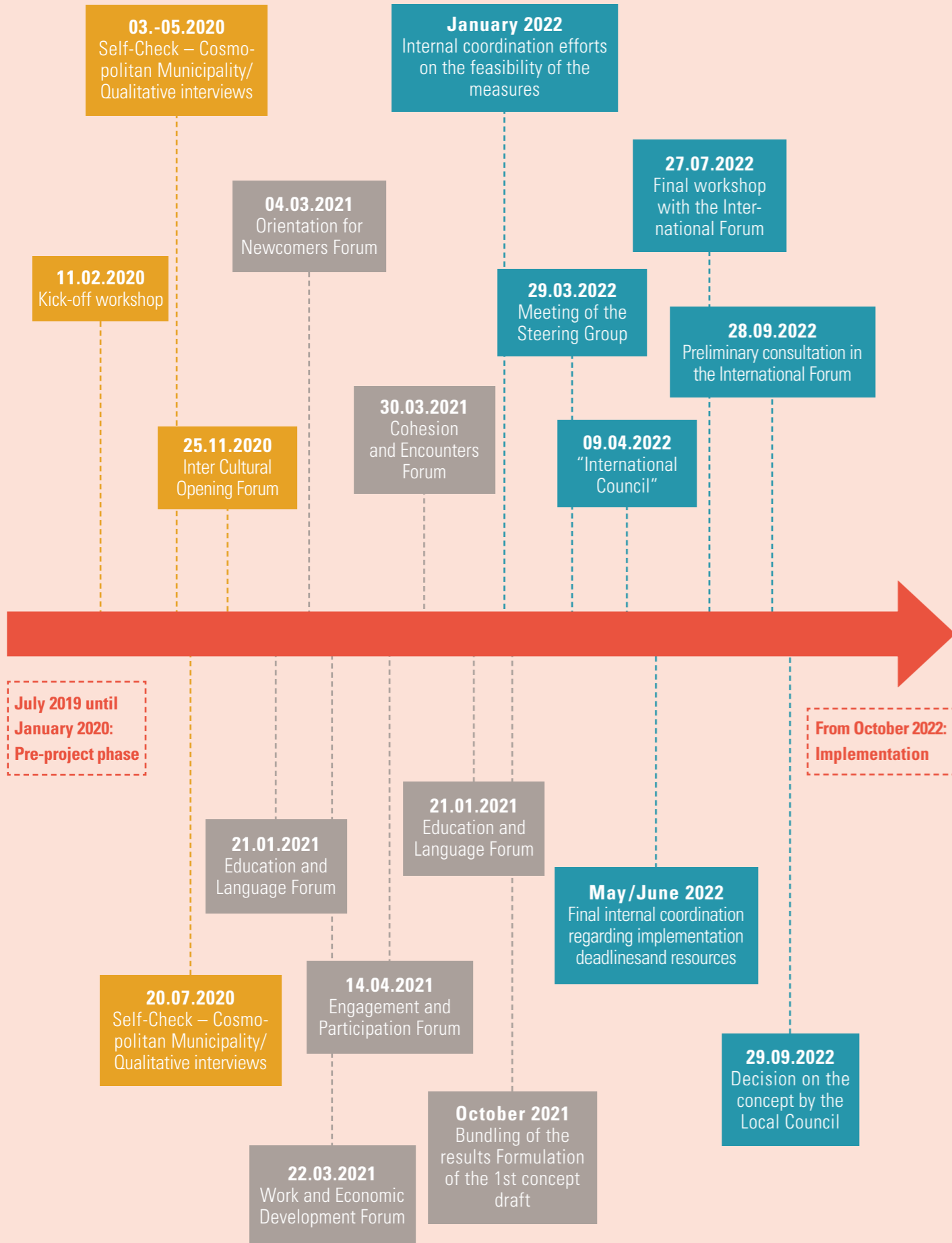
Specialist forum on intercultural opening (online)





## Project progress 2021/22

- 21 JANUARY 2021:**  
Education and Language Forum (online)
- 04 MARCH 2021:**  
Orientation for Newcomers Forum (online)
- 22 MARCH 2021:**  
Labour and Economic Development Forum (online)
- 30 MARCH 2021:**  
Cohesion and Encounter Forum (online)
- 14 APRIL 2021:**  
Engagement and Participation Forum (online)
- 02 AUGUST 2021:**  
Refugees Forum (in person, "Kantine Neuwerk")
- OCTOBER 2021:**  
Bundling of results, initial formulation of objectives and measures
- JANUARY 2022:**  
Internal coordination with all departments involved on the feasibility of the measures.
- 29 MARCH 2022:**  
Meeting of the Steering Group
- 09 APRIL 2022:**  
International Council with around 90 participants (in person, Council)
- MAY/JUNE 2022:**  
Editorial elaboration of the overall concept
- MAY/JUNE 2022:**  
Internal coordination on implementation of measures, deadlines, resources
- 27 JULY 2022:**  
Final workshop with the International Forum
- 28.09.2022:**  
Preliminary consultation in the International Forum
- 29.09.2022:**  
Presentation to the Municipal Council for decision
- OCTOBER:**  
Print and start of continuous implementation
- NOVEMBER 2022:**  
Presentation at a public event with talk and infotainment character
- 2023 ET SEQ.:**  
Continuous implementation



## Impetus from academia

THE CLOSE COOPERATION WITH THE HTWG KONSTANZ AND THE UNIVERSITY OF KONSTANZ OVER THE ENTIRE COURSE OF THE PROJECT PROVIDED KEY INSIGHTS THAT WERE BOTH WELL-FOUNDED AND SURPRISING.

Under the direction of Prof. Dr Valentin Wormbs, students from the HTWG's Communication Design Department developed refreshing campaign ideas and materials on the topic of the international city.

Students of sociology took a critical scientific look at the international city in term papers and a master's thesis: How does citizen participation succeed? Can efforts aimed at fostering inclusion unintentionally reinforce exclusion? With which motifs does the city choose to present itself on Instagram? How does the City Administration communicate with people of an international demographic (see Annex). The students were accompanied by Prof. Dr Judith Beyer and Dr Frank Oberzaucher.

Under the direction of Prof. Dr Theodorus Marinis (Department of Linguistics, Centre for Multilingualism), master's students surveyed a total of 159 Konstanz residents on whether and how they experience multilingualism in everyday life, and how this affects their own language competence (see Annex).

'An oral history documentary on the topic of "Racism in Konstanz"' by Linda Addae (M.A.) Literature, Art and Media, University of Konstanz) provides key expertise from the perspective of people of colour, and formulates important recommendations for action (see Annex).

A study by Prof. Dr Christina Isabel Zuber (Chair of Domestic Policy at the University of Konstanz) also provides valuable information on the strengths and weaknesses of the Konstanz International Forum, and formulates concrete reform proposals (see Annex).



**Konstanz – a cosmopolitan municipality!?**  
As one of 35 model municipalities in the nationwide project "Weltoffene Kommune" (Cosmopolitan Municipality), Konstanz benefited from the expertise and tools of the Bertelsmann Foundation and Phineo AG (weltoffene-kommune.de) in its situational assessment and concept development. This self-assessment was carried out using an assessment catalogue in seven fields of action: Management and Governance, Fair Access and Opportunities for Participation, Labour and Economic Development, Intercultural Opening and Antiracism, Engagement and Participation, Cohesion and Encounter, and Communication and Conflict Management. This self-assessment also laid an essential foundation for the development of the Konstanz International City concept.



## 2. RESULTS

ON BALANCE, THE PARTICIPANTS FORMULATED A WIDE RANGE OF WISHES, VISIONS, IDEAS AND MEASURES. IN CLOSE COOPERATION WITH ALL RESPONSIBLE OFFICES AND ADMINISTRATIVE DEPARTMENTS, THE PROJECT WAS NARROWED DOWN AND PRIORITISED IN TERMS OF ITS RELEVANCE, IMPACT AND FEASIBILITY.

In the course of this process, seven fields of action crystallised:

1. Engagement and participation
2. Education and language
3. Health and sport
4. Labour and economic development
5. Housing
6. Diversity management
7. Communication

For each field of action

- we outline the starting point below – as a compact and honest situational assessment: *Where do we stand as a municipality?*
- we formulate our aspirations – as a realistic vision: *Where do we want to go as an international city? A variety of starting points and measures can also be derived from this in the future.*
- we name measures – as binding steps: *What will we be implementing in the years to come? This is not a final list, but rather the first concrete measures coordinated with the offices and departments involved, which underline the binding character of the concept itself.*

A detailed list of the first 60 or so measures can be found in the Annex (Catalogue of Measures HIS 2022).



*“Whether mother or student, whether newcomer or refugee: Only with the broad participation of women can Konstanz become a truly international city!”*

Zahide Sarikas,  
Head of the Xenia Project



## ENGAGEMENT AND PARTICIPATION

### Starting point

Konstanz is characterised by an extensive civic engagement network with well over 600 associations and initiatives involved. There are qualified structures and measures in place for the promotion and coordination of voluntary work, and comprehensive support in questions pertaining to citizen participation. These include, for example, the civic engagement network, a budget to promote leadership and organisation in the associations, training programmes, the “Tatenbörse” to find opportunities for engagement, a participation advisory service and a so-called “citizens’ budget”. Within the framework of the concept “Konstanz International City”, the following should be emphasised: roughly three dozen migrant organisations, associations and initiatives in Konstanz, which are committed to teaching the native language and culture, to leisure activities, to occasions and places of coexistence and to an improved social, economic and socio-political rate of participation. For them, there are already many measures and offers that promote commitment to living together in the spirit of diversity.



**The International Forum** supports the Konstanz Municipal Council in an advisory capacity on integration and migration issues. It is composed of knowledgeable residents who participate on an honorary basis. In addition to regular meetings and consultations, the committee's goal is to foster diversity and mutual acceptance as a matter of course in the population of Konstanz, and bring these issues into the public focus even more than before. More info at [www.konstanz.de/international/if](http://www.konstanz.de/international/if).

As part of the Konstanz International City project, Prof. Christina Isabel Zuber from the University of Konstanz (Chair of Domestic Policy) conducted an analysis of the strengths and weaknesses of the International Forum, and formulated reform proposals with regard to the structure of the committee, its composition and its rules of procedure, among other things. In tandem, a working group was formed in the International Forum to further develop the committee. It presented its findings and recommendations, many of which coincide with Prof. Zuber's study, at the International Forum meetings on 22 February and 18 May 2022.

In over  
**600**  
*Associations  
and Initiatives*

of which about 70 pursue an intercultural purpose – an estimated several thousand volunteers are involved.  
[www.konstanz.de/stadt+gestalten/buergerengagement/vereine](http://www.konstanz.de/stadt+gestalten/buergerengagement/vereine)



## Aspiration

The city of Konstanz makes a significant contribution in that

- the diverse commitment in migrant self-organisations and intercultural associations is recognised, appreciated and promoted as an essential contribution to civic society and facilitating the social participation of migrant people.
- diverse offers and opportunities for engagement and participation are made known in a wide variety of ways.
- civic engagement and intercultural coexistence are promoted in individual neighbourhoods and in urban society as a whole.
- the diverse international contacts, encounters and partnerships of local associations and initiatives are anchored as a constituent feature of the International City of Konstanz.

## Measures in the field of Engagement and Participation

MEASURE	IMPLEMENTATION BY	LEAD
Informing and raising awareness among different social environments and target groups about the many diverse possibilities of getting involved in Konstanz	2027	Citizen Participation and Civic Engagement (BBE)
Development and implementation of diversity-oriented strategies to increase the participation of people from diverse milieus in participation processes (e.g. means of communication, multilingualism, the inclusion of international associations or migrant self-organisations [MSO], etc.).	2027	BBE
Regular situational assessments regarding the needs and challenges of MSOs and intercultural associations, and the joint development of approaches.	2027	Konstanz International Office (SKI)
Establish or expand regular exchange formats and cooperation with MSOs, e.g. on issues of municipal development policy.	2024	SKI
Optimisation of the International Forum, including amendment of the statutes and empowerment of the members, taking into account the "Zuber study" and the considerations of the working group "Further Development IF" of the International Forum (The overall process is to be completed before the next convening of the committee in summer 2024).	2024	SKI



*“Our association AWOLI builds bridges between people with a cultural festival and brings values such as recognition, tolerance and solidarity in the foreground. I would like to see the proven cooperation framework between the city of Konstanz and migrant self-organisations anchored in the International City concept in a sustainable way.”*

Eric Kamguia,  
Member of the International Forum

*“I came to Konstanz from Kenya when I was a child. That was a big upheaval for me, and not always easy. But I have found my new home here. I find it important to help shape the city where I live. With my involvement in Café Mondial, I contribute to bringing an ever greater number of old and new Konstanz residents together and understanding internationality and diversity as a great opportunity. It is important that the Konstanz International City concept also reaches young people, because they are the future pillar of social cohesion.”*

Lisper Nyawira, Konzept KIS



## EDUCATION AND LANGUAGE

### Starting point

Language skills and education are essential prerequisites for equal opportunities and participation in an international city. The network “Education and Integration” provides for the exchange of information on relevant educational topics. The city has a wide range of offers here. These include orientation counselling for newly arrived families (e.g. the “Counselling Atlas”), multilingual information materials (e.g. “Konstanz macht Schule – Bildungswege in Konstanz” and “Sonderpädagogische Bildungsberatungszentren im Landkreis Konstanz”), the parent mentor programme, which accompanies parents and educational institutions by breaking down barriers to understanding, homework, language and learning assistance that accompanies school, as well as targeted language support for children with additional needs. And the alliance “Startpunkt Leben” (Starting Point Life), which was awarded the German Daycare Prize, sees itself as a point of contact for everything to do with birth and parenthood.



*“It is important to me that the concept does not only exist on paper, but is truly embraced and allowed to thrive. That it includes all age groups – even the very youngest. And that it shows how diverse and lively Konstanz is already today. And that it supports us all in keeping that going.”*

Ivana Eres,  
Member of the International Forum

## Aspiration

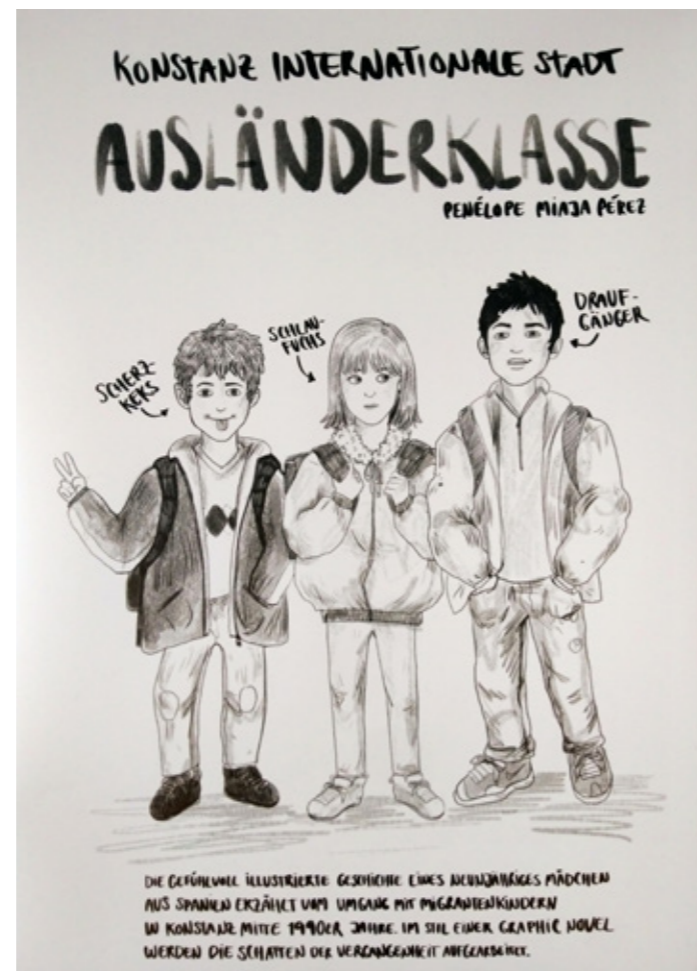
The city of Konstanz makes a significant contribution in that

- multilingualism and the cultivation of a person's linguistic roots are recognised, fostered and promoted as competencies – from early childhood education via day-care centres and schools to training and further education.
- all children and young people have the same educational opportunities, receive needs-based access to formal and non-formal education, and can optimally develop their abilities and competencies.
- Konstanz schools are lively meeting places of participation and integration.
- Konstanz schools can further develop their multilingual parental work.
- the municipal all-day care offer "School Child Care in Konstanz" enjoys an educational success rate that is increasingly independent of social background.

Around

# 150 Children

with a need for language support at Konstanz schools benefit annually from the municipal programme "Homework, Language and Learning Support". And with the help of 18 volunteer parent mentors, we accompany an average of about 70 parent meetings per school year.



## Measures in the field of action – Education and Language

MEASURE	IMPLEMENTATION BY	LEAD
Maintenance and expansion of coordination and working structures between voluntary and full-time key stakeholders within the educational landscape of Konstanz (educational institutions, administration, initial reception centres, counselling centres, socialisation bodies, etc.)	2030	Office for Education and Sport (ABS)
Continuous provision of clear information on the wide range of educational and counselling services in Konstanz	2024	ABS
Creation of a networking platform for school and out-of-school stakeholders in "school childcare in Konstanz" to promote a spirit of systematic cooperation	2027	ABS
Creation of a modularly structured and freely selectable care and support offer around the block timetable of the city's primary schools	2027	ABS
Expansion of all-day care offers at primary schools: in the area of language support integrated into everyday life (monolingual and multilingual), at extracurricular places of learning, and through leisure activities (non-formal education).	2027	ABS
Expansion of existing services and active efforts to increase their use (e.g. parent mentor programme, school-accompanying German language support as a supplement to preparatory (VKL) lessons, homework, language and learning support programme, reading mentors).	2030	ABS
Support for educational institutions through multilingual parent mentors e.g. at parent talks and parent evenings	2030	ABS
Offer reading sessions in different languages by volunteer reading mentors in kindergartens/primary schools/afternoons	2030	Social and Youth Welfare Office (SJA)
Implementation of sponsorship projects in day-care centres, analogous to the "Rucksack" project	2030	SJA
Creation of special childcare facilities for children of parents in integration courses	2024	SJA
Expansion of day-care places, provision of day-care places in close proximity to parents' place of residence and in line with demand	2027	SJA
Develop funding sources for participation in integration /language courses for people who are not eligible for support.	2027	SKI

# HEALTH AND SPORT

## Starting point

Equal access for people of an international demographic to the country's health system and to sports offers are basic prerequisites for participation and successful integration. The lively sports club scene in Konstanz offers low-threshold access and opportunities to establish new contact, including and especially for new citizens with limited language skills. And health is also a broad field of action that encompasses all stages of life, from pregnancy to birth to death. Qualified information and counselling services in a person's native language are existential for health care in the truest sense of the word. Besides language skills, culturally sensitive health counselling and nursing are of great importance. In Konstanz, there is, among other things, a directory of Konstanz doctors with foreign language skills, volunteer language mediators and, in the nursing sector, programmes for employees of an international demographic (including German courses on job-related topics, individual training, and help with the recognition of foreign training qualifications).

## Measures in the field of action – Health and Sport

MEASURE	IMPLEMENTATION BY	LEAD
Bundling and offering existing information on sporting opportunities for people of an international demographic in a way that is appropriate for the target group.	2024	Office for Education and Sport (ABS)
Promote the intercultural opening of the sports sector for the participation of people of an international demographic in all sports offers.	2027	ABS
Information for sports clubs about funding opportunities and support with the application process	2024	ABS
Development and implementation of measures to increase the uptake of health prevention and care services (for refugees)	2027	SKI
Promoting mentoring programmes in the health sector	2024	SKI
Regular updating of the directory of Konstanz doctors with foreign language skills	2024	SKI

## Aspiration

The city of Konstanz makes a significant contribution in that

- people of an international demographic recognise and use sport as an opportunity to get involved and make contacts.
- the sports clubs can further expand their low-threshold offers.
- people of an international demographic are well-informed about the German health system and the importance of health prevention and care.
- people with international biographies take advantage of health offers and services early and comprehensively.

On the city's website, interested parties can find a directory of approx.

# 130 doctors with foreign language skills.

The accompanying print brochure is available in the 2017/2018 edition and is currently being updated. [www.konstanz.de/international/willkommen+in+konstanz/leben+in+konstanz/gesundheit+und+aerzte](http://www.konstanz.de/international/willkommen+in+konstanz/leben+in+konstanz/gesundheit+und+aerzte)).



*“The 120 or so sports clubs in Konstanz thrive on voluntary commitment – and also offer great opportunities for people of an international demographic to get involved. On the field, on the bench or on the board: We need volunteers, their commitment, their talents and their ideas.”*

Martin Müller, Chairman of the city sports association “Stadtssportverband Konstanz”





*“From the implementation of the outstanding and ambitious International City concept, I hope that refugees and migrants will be able to enjoy, above all, better integration into working life. This requires close cooperation with all parts of the City Administration, the employment agency and local businesses.”*

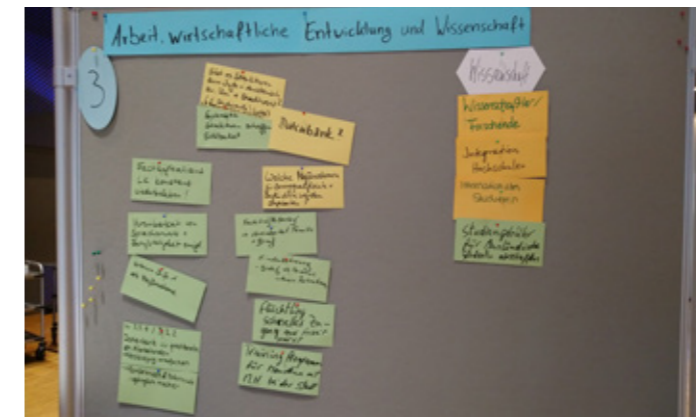
Marion Mallmann-Biehler,  
Chairwoman of the association “Save me e.V.”

## LABOUR AND ECONOMIC DEVELOPMENT

### Starting point

The economy of Konstanz is characterised by around 4,000 small and medium-sized enterprises. Around 90 % of the companies have less than ten employees. These small businesses form the backbone of our economic life. The largest employers are to be found in the education, research and service sectors: the university with roughly 2,000 people, the City Administration with about 2,800 employees, the hospital with about 1,000 employees, the welfare associations with well over 1,000 employees, and the HTWG with about 400 employees.

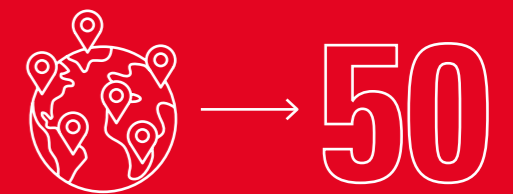
International integration is another characteristic: Professionals, students, and scientists from all over the world live, study, work and research in Konstanz. There are ongoing offers here, such as information evenings, round tables and workshops on the topic of internationality. Other municipal activities include a job and training fair MARS (Messe.Ausbildung.Regional.Sozial) with interpreters, business start-up advice in English and targeted offers for low-skilled individuals and refugees.



Nine out of ten businesses  
in Konstanz have fewer than ten employees.

## The influx of professionals

is decisive in terms of remaining competitive. But how many workers of an international demographic work in Konstanz, how many are added each year, and what skills do they actually bring with them? Unfortunately, there are no reliable figures on this – also because the term “migration background” is, statistically, difficult to grasp.



**International staff:** Many public institutions, such as the HTWG, the University or the City Administration with its various operations, have a highly international workforce. Potentially the most international municipal institution is the “Spitalstiftung”, with 450 employees from 50 nations. Almost 40 per cent of colleagues at the Spitalstiftung do not have a German passport, and among trainees, 87 per cent are foreign nationals (Personnel Report 2021 of the Spitalstiftung Konstanz of 7 March 2022, page 7).

## Aspiration

The city of Konstanz makes a significant contribution in that

- the employers of Konstanz orientate themselves towards the fundamental ideas of the Diversity Charter, and create incentives to attract and retain trainees and international skilled workers.
- the achievements and potential of entrepreneurs of an international demographic are valued as an important factor in the economic development of the city of Konstanz.
- diverse cooperation and networking structures between universities, training institutions, counselling centres, chambers and business associations contribute to the continuous internationalisation and development of the city as a business location.
- the integration of refugees and young migrants into training and work has a high priority, that refugees enjoy stronger protection, that discretionary powers are used (e.g. training toleration status).



**The Diversity Charter** is a nationwide initiative that aims to promote the recognition, appreciation and inclusion of diversity in the world of work. Mayor Uli Burchardt signed the charter in 2015 with the Chancellor of the University and the President of the HTWG. The text of the Charter can be found at [charta-der-vielfalt.de](http://charta-der-vielfalt.de).

## Measures in the field of action – Labour and economic development

MEASURE	IMPLEMENTATION BY	LEAD
Creation of internship and employment opportunities in KITAS for refugees or new immigrants with low-level German language skills, coupled with targeted language support/development (measure to recruit staff)	2024	Social and Youth Welfare Office
Establishment of a regular exchange and dialogue formats with representatives of the MSOs on training and employment opportunities in the city of Konstanz.	2024	Staff Office Konstanz International (SKI)
Review and, if necessary, expand the “Small-scale labour market statistics for Konstanz” to include data on trainees by nationality (D / A)	2027	Statistics and Control Support
Regular evaluation of employed and unemployed persons subject to social insurance contributions as differentiated by Germans and foreign nationals	2024	Statistics and Control Support
Communication and mediation of existing counselling and support options for business founders of an international demographic	2024	Business development
Thematic expansion of existing dialogue and meeting opportunities with regard to interculturality and diversity (entrepreneurs’ breakfast, network meetings, start-up consultations, etc.)	2024	Business development

*“Six years ago, I had to leave my old home Afghanistan and found my new home here. As an integration manager at Caritas Konstanz, I can pass on my own experience and accompany people in arriving in Konstanz. I expect the present concept to provide me with support and orientation for my daily work.”*

Azim Mohammadi,  
Integration manager and member of the International Forum





# LIVING

## Starting point

Immigration is central to a dynamic, urban society. At the same time, immigration increases the pressure on the housing market. Adequate, affordable housing in mixed neighbourhoods is, therefore, an essential cornerstone of a sustainable, liveable, international city. The city of Konstanz developed the Housing Action Programme in 2014. Central goal: to create around 7,900 new apartments by 2035 ([www.konstanz.de/handlungsprogramm-wohnen](http://www.konstanz.de/handlungsprogramm-wohnen)). The "Future City of Konstanz" places a special emphasis on social and cultural coexistence in the neighbourhood, as well as broad citizen participation. Municipal companies such as the "Spitalstiftung" build staff housing. The city of Konstanz actively promotes the decentralised accommodation of refugees through WO-BAK, the (expansionary) construction of follow-up accommodation and the promotion of private initiatives such as "Konstanz 83 integriert" ([www.83integriert.de](http://www.83integriert.de)) and the bundled programme "Raumteiler Konstanz" ([www.konstanz.de/raumteiler](http://www.konstanz.de/raumteiler)).

## Measures in the field of action Housing

MEASURE	IMPLEMENTATION BY	LEAD
Consideration of data on nationalities and milieus in neighbourhood and urban development processes as a basis for more inclusive citizen participation	2024	Office for Urban Planning and Environment (ASU)
Stronger anchoring of the topics of diversity, internationality and interculturality in the field of housing, e.g. through the creation of a compact internal administrative training programme, "Intercultural Urban Planning".	2027	ASU
Housing commissioner with a view to bundling all topics related to housing: first, check whether there is a need for such a position and, if necessary, outline a job profile (based on the model of other municipalities, such as Tübingen).	2030	ASU
Decentralised accommodation of refugees	2027	Citizens' Advice Bureau
Regular update of the statistical evaluation entitled "Konstanz ist bunt"	2024	Statistics and Control Support

## Aspiration

The city of Konstanz makes a significant contribution in that

- Konstanz is and remains an attractive and liveable city for all sections of the population.
- an effective social and cultural mix is taking hold in the individual districts, refugees are accommodated in adequate housing, and lively neighbourhoods are fostered.
- innovative and inclusive participation methods facilitate and promote participation in the design of urban development processes.

*“Housing is scarce in Konstanz. RAUMTEILER, therefore, wants to activate unused living space and avoid vacancies. And, at RAUMTEILER, we see time and again the enormous potential of our international city: When people find a home, when Konstanz residents literally open the doors, space for new things and mutual understanding is created.”*

Ursel Leser,  
Social and Youth Welfare Office Konstanz

As of 1 July 2022, there were

**2932**  
*refugees*

registered in Konstanz. 526 of them live in shared accommodation in the district. The others either live privately, or are in municipal follow-up accommodation. More than 260 of them have found an apartment with the help of the "Raumteiler" programme – cooperation between the initiative "Konstanz 83 integriert" and the city.



# DIVERSITY MANAGEMENT

## Starting point

In 2015, the city of Konstanz explicitly committed to advancing the recognition, appreciation and inclusion of diversity in the world of work by signing the Diversity Charter. The holistically cultivated town partnerships, the Konstanz Declaration for a Culture of Recognition and Against Racism, the establishment of the International Forum as a political advisory body on issues of migration and coexistence, a welcome folder for new employees of the City Administration incl. a leaflet on the General Equal Treatment Act (AGG) and reference to the internal AGG complaints office, further training courses on diversity management for city employees, intercultural training for city trainees, volunteer translators and intercultural project funding guidelines are exemplary building blocks for the intercultural opening and openness of the city administration.



The working title of this field of action was initially – “Intercultural opening”. But this term seems too narrow to us. That is why we have now consciously chosen **“Diversity management”** – knowing that diversity encompasses much more than origin, ethnicity or international background. But we are convinced that origin, ethnicity and international background are central characteristics of a diverse urban society and must, therefore, be integrated into the overall context of a city’s long-term and multi-layered diversity management approach.

## Aspiration

The City of Konstanz contributes significantly to this through a diversity-conscious personnel policy in that

- the entire staff body in the City Administration, as well as in the municipal companies and subsidiaries, reflects the diversity of our city’s wider society.
- the City Administration and the subsidiaries as employers are attractive in terms of their diversity for urgently needed skilled workers.
- the City Administration and the subsidiaries provide equal access to offers and services for all residents, and that a fundamentally anti-racist attitude and spirit of intercultural openness are noticeable for all.
- the City Administration and the subsidiaries, with an anti-discriminatory and anti-racist fundamental attitude, act as role models for other organisations and companies.



The **Self-Check “Cosmopolitan Municipality”** resulted in concrete assessments and indications: “The City of Konstanz is actively working on anti-discriminatory structures in administration and politics.” / “The position of Integration Commissioner and the International Forum contribute to anchoring cosmopolitanism within the fields of management and governance.” / “The city can further develop its cosmopolitan spirit by introducing the monitoring of municipal diversity work.” Further important indications in this field of action resulted from the research studies of Linda Addae and various students under the supervision of Prof. Dr Judith Beyer and Dr Frank Oberzaucher. The findings from these studies will also serve for the planning of further measures and the ongoing development of existing formats.

*“Questions of diversity and anti-racism require systematic and persistent work, with the goal of making life in the city fundamentally anti-racist. First and foremost, we think of public authority action, public communication and access to services. An anti-racist attitude, and also interculturalism, is not created from individual high-profile projects, but in the overall attitude of the city.”*

Beyer/Oberzaucher 2022, page 32

Intercultural training is integral to the municipal education and training curriculum. Every year, around

**30 apprentices**  
take part.

## Measures in the field of action – Diversity management

MEASURE	IMPLEMENTATION BY	LEAD
Training on diversity for employees in contact with citizens, or in citizen services	2027	Equal Opportunities Service (CGS), Personnel and Organisation Office (POA), CIP
Internal administrative counselling on the General Equal Treatment Act (AGG) and accompanying prevention/anti-discrimination work	2027	CGS
Further development of a diversity-oriented training concept for managers	2027	CGS, SKI, POA
Support for an independent anti-discrimination office for citizens in Konstanz	2024	SKI, CGS
Creation of a "prejudice-conscious action" offer within the framework of job recruitment procedures	2027	CGS, SKI, POA
Develop and implement measures to attract and employ more employees of an international demographic in the City Administration	2027	POA
Planning and implementation of exchange formats on various diversity topics for municipal employees	2027	SKI, CGS
Regular provision of political education measures for the city's wider society as a whole on the topics of democracy, the rule of law, anti-racism and anti-discrimination	2027	SKI
Offer and publicise funding opportunities for the implementation of measures on the topics of intercultural opening, anti-racism and dealing with discrimination in MSOs, intercultural associations and meeting centres	2024	SKI

# COMMUNICATION

## Starting point

Effective communication is a fundamental, cross-sectional task for successful integration and functioning coexistence in an international city: Only if new immigrants and people of an international demographic are aware of the diverse services and measures in Konstanz can they make use of them, participate in their further development and identify gaps in services. Exemplary communication measures of the city are the “New Citizen Package”, the migration counselling for immigrants, the municipal integration management for refugees and the voluntary language mediator service. The Welcome Centre and the International Office of the university take on important functions with regard to communication, especially with students and academic staff.

The city of Konstanz makes a significant contribution in that

- the opportunities of diversity and immigration are visible in all areas of urban life and the many positive examples of diversity.
- municipal institutions advertise and offer important counselling and support services in a multilingual format, and in simple language.
- future new citizens can find information themselves in advance about all the necessary steps, documents, administrative procedures, etc. and thus prepare themselves optimally for their arrival.
- a systematic and regularly updated overview of the support services, programmes and measures outlined in the “Konstanz International City” concept is created.

## Aspiration

In 2021

*volunteers interpreters  
were deployed over  
300 times,*

in some years, even up to 500 times. They support people of an international demographic in Konstanz, e.g. with visits to the authorities, questions about school and education or applications. The languages most in demand are: Albanian, Arabic, French, Kurdish and Turkish.

*“People from around 180 countries research, teach, study and work at the university. From the concept “Konstanz International City”, I expect that they will all be integrated into the city’s social life even more effectively. At the same time, the city benefits from the university’s cultural diversity. For me, an international city stands for exchange, renewal and creativity.”*

Johannes Dingler  
(Director International Office, University of Konstanz)



*Measures in the field of action – Communication*

MEASURE	IMPLEMENTATION BY	LEAD
Raising awareness of the administration on the use of diversity-conscious language in staff recruitment	2024	Equal Opportunities Service (CGS), Personnel and Organisation Office (POA), CIP
Identification of access barriers in the cultural sector and development of approaches to dismantle them	2024	Cultural Office (KA)
Implementation of measures to reduce those access barriers identified in the cultural sector	2030	KA
Review the city's overall communication for the need for translations and, if necessary, translation into relevant languages.	2027	Press Office (PRR)
Review in which areas of urban communication simple language is necessary and can be implemented.	2027	PRR
Review in which areas barrier-free accessibility within urban digital communication is necessary and can be further developed.	2027	PRR
Preparation and provision of information on translation tools in the info portal for employees	2027	PRR
(Further) development and implementation of innovative meeting formats for the entire city community	2027	SKI
Design and testing/establishment of a virtual/analogue Welcome Centre	2030	SKI
Examine the need for an internal pool of interpreters for the municipality and possibly set it up.	2027	SKI
Creation or further development of a central information platform for new immigrants	2024	SKI
Development of information flyers for the orientation of new residents	2024	SKI
Offer culturally sensitive training and further education for volunteers in the field of counselling and support for newcomers.	2027	SKI
Establishment or further development of a pool of language mediators	2027	SKI

*“As a refugee in Konstanz, which is a place still alien to me, I could do with: Answers from a single source to all the bureaucratic questions. As a philanthropist, I miss: the exchange with other people with international biographies. And as a bookworm, I miss: Reading material in my native language. Will the International City Concept remedy these shortcomings? I’m so excited to find out!”*

Alina Ushcheka,  
Artist from Ukraine



### 3. PROJECT STEERING

**BINDING COMMUNICATION, CONTROL AND DECISION-MAKING STRUCTURES ARE INDISPENSABLE, IN ORDER TO SYSTEMATICALLY IMPLEMENT THE "KONSTANZ INTERNATIONAL CITY" CONCEPT, TO CHECK THE MEASURES FOR THEIR EFFECTIVENESS AND TO CONTINUOUSLY DEVELOP THEM FURTHER.**

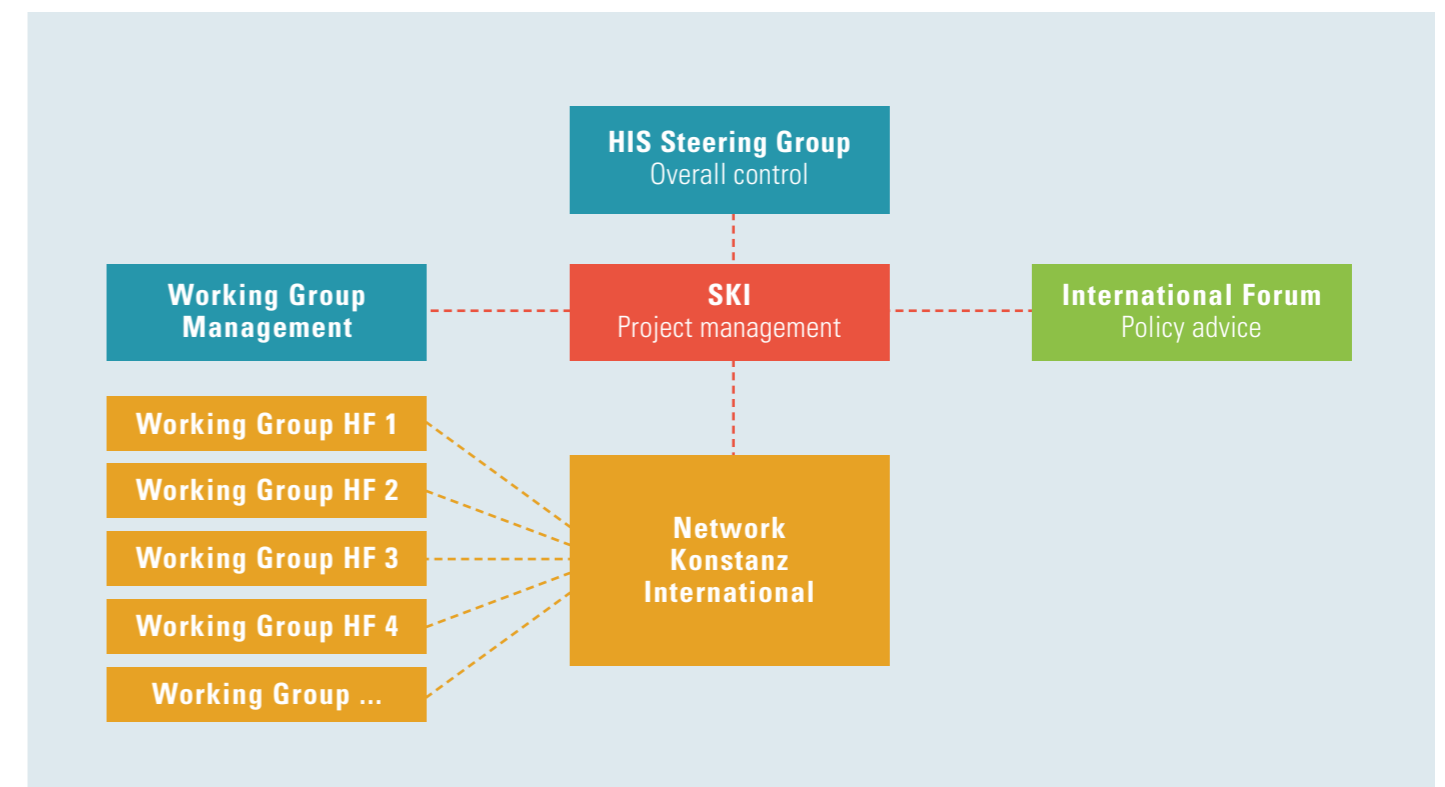
The Staff Office Konstanz International performs the centralised, networking and responsible steering task.

As an advisory body to the Municipal Council on issues of coexistence, migration and integration, the **International Forum** has an important political advisory function. The involvement of the expert members of the International Forum in relevant working groups, as well as in the implementation and regular review of the measures, will be crucial for the success of the International City concept.

The Konstanz Steering Group International City meets once or twice a year to review the progress of the measures, discuss key issues, e.g. decide on resources, responsibilities and project obstacles, and make possible recommendations for further development. Currently, the following are members of the group chaired by Lord Mayor Uli

Burchardt: Dr Andreas Osner (First Mayor), Thomas Traber (Head of Administration), Julika Funk (Equal Opportunities Officer), Hermann-Eugen Heckel (International Forum), Dr Johannes Dingler (Head of the International Office at the University of Konstanz) and Dr David Tchakoura (Head of the International Office at Konstanz). In the future, the Steering Group will ideally consist of municipal decision-makers, people with and without an international demographic, representatives of independent organisations, associations and initiatives, members of the International Forum, academia, business and the Municipal Council.

For a targeted and systematic implementation of the measures and visions of the concept, the CIP coordinates the establishment and expansion of the field of action-specific **working groups**, in which internal and external stakeholders involved in the administration work together. The **Network Konstanz International** serves as a cross-field platform in which the various stakeholders inform each other twice a year about the activities and plans in their respective fields of action, network and, if necessary, develop joint projects. The Konstanz International Office extends the invitation to the network meetings, and maintains close relations with the heads of the working groups.



## 4. OUTLOOK

THIS CONCEPT PROVIDES A COMPACT OVERVIEW OF THE CURRENT SITUATION AND THE EXISTING SERVICES FOR, WITH AND BY PEOPLE OF AN INTERNATIONAL DEMOGRAPHIC. IT ALSO FORMULATES A CLEAR ASPIRATION AND OUTLINES THE NECESSARY MEASURES TO ACHIEVE IT. THIS MAKES IT A DECISIVE STAGE ON THE LONG ROAD TO REALISING THE INTERNATIONAL CITY OF KONSTANZ – NO MORE, BUT ALSO NO LESS.

Now, it is up to us to take the next steps quickly and together with all municipal offices and the entire city community. Mayor Andreas Osner puts it this way: “Konstanz International City – this is a permanent task in which we must succeed in balancing a tight budget with worthwhile investments. As with all municipal investments: They must be generationally appropriate, public welfare-oriented and necessary. I am convinced that this fully applies to the measures now on the table, because we have intensively involved all administrative areas from the beginning. We also need to use our scarce resources effectively and sustainably. That is why a constant review of all visions and measures and a Steering Group capable of taking action are very important to me. The present concept represents the start of a long-term and fundamental process of change.”



Mayor Andreas Osner and Dr David Tchakoura (Konstanz International Office) with Claudia Walther (Bertelsmann Foundation) at the presentation of the brochure “Weltoffene Kommune” (“Cosmopolitan Municipality”).

Judith Beyer and Frank Oberzaucher, 2022: **“Research results of students of the Department of Sociology and Ethnology at the University of Konstanz in connection with the project “Development Concept Konstanz International City” for the City of Konstanz. (Project period: October 2019 - May 2022)”**

Linda Addae, 2022: **“Oral History Documentation on Racism in Konstanz”**

Christina Zuber (Chair of Domestic Policy, University of Konstanz), 2022: **“The International Forum Konstanz: Strengths, Weaknesses and Proposals for Reform.”**

Working Group on the Further Development of the International Forum (AG IF), 2022: **Results of the Working Group**



All accompanying documents are available online at  
[www.konstanz.de/international/projekt+konstanz+internationale+stadt](http://www.konstanz.de/international/projekt+konstanz+internationale+stadt)



Supported by the Ministry for Social Affairs, Health and Integration from state funds approved by the State Parliament of Baden-Württemberg.



**Baden-Württemberg**

MINISTERIUM FÜR SOZIALES, GESUNDHEIT UND INTEGRATION