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A Pact for Integration: The Stuttgart Experience

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1. Introduction

The city of Stuttgart is the capital of the federal state Baden-Wuerttemberg and the cultural heart of the Swabian people. We have a long tradition of hospitality, toleration, solidarity, and openness nourished from the innovative spirit of citizens, entrepreneurs, scientists, artists, travelers and also the Swabian people's own experience of emigration and new beginnings overseas and elsewhere when times were most difficult. Starting a few hundred years ago, Swabian peasants welcomed children from extremely poor families in Austria, Switzerland, and even Italy offering them better prospects than they could have hoped for at home. Later, large crowds from Prussia and persecuted Protestants from neighboring France and other European countries settled. These examples illustrate how deeply rooted the coexistence of various cultures and their integration into communal life is in the Swabian tradition.

This tradition therefore creates a culture that is very inspiring for the contemporary challenges of migration of a new quantitative scale and provides rich opportunities for the integration of people from most diverse backgrounds and identities in Stuttgart. The image of a peace-loving, honest, and hardworking people has helped to attract a large number of talented people from all over the world connecting high expectations with their arrival in Stuttgart. The vast potentials these migrants have brought and still bring to Stuttgart is highly respected and welcomed by the city community. The metropolitan area is the high tech region no. 1 in Europe and heavily relies on exports. To both, migrants contribute special skills in terms of languages, cultures, and identities.

However, like other cities with a high percentage of newcomers, Stuttgart has felt some pressure to adopt to changing circumstances, particularly to assure equal chances to all of its inhabitants in housing, education, and professional life – to name just a few. Successful Integration is the glue for social cohesion and in order to be successful, endeavors of integration need the backup of a strong partnership between the public sector, private sector, and civil society.

The Stuttgart city council adopted an integration policy – the ***Pact for Integration*** – two years ago which is still unmet and serves as a model for major cities in Germany, Europe, and the World.

The *Pact for Integration* is a coalition between:

- 1) politics and administration for the **public sector**;
- 2) special interest groups and businesses for the **private sector**; and
- 3) associations, sport clubs, community groups, and NGOs representing the **civil society**.

The coalition consists of partners strongly committed to integration and aligned in network structures.

The *Pact for Integration* is not merely a declaration of goodwill, but implemented on a daily basis by the city administration, communal services as well as public and private actors, and the citizens. The Stuttgart integration policy goes beyond claims of guaranteeing human rights for refugees or minorities and an equal treatment of men and women, of natives and migrants. It calls for equal social and political participation, and harmony between all population groups based on an understanding that cultural diversity is a valuable resource for all and a factor for development in the international city.

The advantages of this policy are obvious: From all major cities in Germany, Stuttgart has the lowest crime rate. Unemployment rates of people with a migration background are much lower than in any other German city. Ghettoization of minority populations never occurred, even though the percentage of people without a German passport (22.6%) is the second highest among the German cities. Migrants create employment by setting up enterprises, enrich the cities cultural life with religious and other festivals, art, and also of course with their cuisines. This is a result of real cultural pluralism and secured cultural rights which enable an environment conducive to cultural diversity.

Stuttgart has become a truly international city: Of our 590,000 inhabitants, 133,000 represent more than 170 nations shaping an understanding of Stuttgart as a mirror image of the United Nations. The real picture of cultural diversity however is even greater, since many immigrants have been naturalized and are now statistically counted as Germans. Nevertheless, their multiple identities are preserved. Thousands of ethnic Germans from Russia, the Ukraine and other countries of the former Soviet

Union hold mixed identities based on their German culture and the cultures of their countries of origin and speak various languages besides German. According to demographic predictions, 40 percent of the people living in Stuttgart in the year 2030 will have a background of migration. Stuttgart will increasingly be a microcosm of the world thus shouldering an even greater responsibility for the flourishing of diversity as a contribution to the preservation of the common heritage of humanity as an engine for prosperity in the future.

After a brief exhibition of some milestones of integration and the philosophy behind them, four exemplary fields of action are described. By no means are these four fields able to display all aspects of the Stuttgart integration policy; they merely generate a first impression.

2. Eight Milestones of Integration

In comparison to other major cities, Stuttgart advances well in integrating all segments of the population into the city community and can be confident for the challenges ahead. To illustrate the philosophy behind the Stuttgart integration policy, I would like to point at eight milestones:

1) Education

Mutual respect grows from providing equal chances and allowing cultural pluralism. A crucial element here is the mastering of the German language. It provides the most natural way of inclusion and participation by facilitating school success and paving the road to a well paid profession. However, children from lower social classes and especially those with backgrounds of migration have shown deficits in the use of German as well as their mother tongues and parents often do not give the same attention and support for their school work as middle class moms and dads. Therefore the city encourages bilingual and multilingual education and the promotion of German as a second language beginning at a very early age in a child's life and thus preventing it from exclusion later in life. Also parents are offered some help in supporting their children in the process of learning. Both are extremely important, since school success fosters professional training and higher education as true means for promoting integration.

2) Sustainable Economic Growth as a Base of Everyone's Well-being

Stuttgart and the larger metropolitan area are known as the "land of inventors", it is a center of innovation and progress. Thanks to the idea of solidarity still founded in the German social system, even the poorest benefit from the wealth of the city. Green card holders have contributed much to the competitive IT industry of the region. Migrants who have been living here for decades have successfully started their own businesses – bookstores, printing houses, newspapers. Some have become medical doctors, lawyers or artists – to name just a few - serving not only their national or ethnic group, but everyone thus making cultural diversity a valuable factor in economic and cultural development. It is economic wealth and its fair distribution that traditionally contributes most to the social cohesion of societies on the European continent.

3) Equal Rights and Opportunities

Similar to the established “gender mainstreaming” approach, one could say there is also a certain need for “cultural mainstreaming” when it comes to secure equal chances for immigrants and minorities with regard to the opportunities of the majority population.

Due to cultural prejudice or the specific family situation, women are often disadvantaged. They have a much harder time to find jobs or even to acquire the education and training needed for employment. In order to reach these women, the city uses a number of strategies - always adjusted to specific situations to empower girls and women in education, professional orientation, and also social participation. This proved to be particularly important as young women arriving to Germany often marry right away and have children, but only make a decisive effort to learn German and use all the possibilities of the city, when their children already attend school.

For this and other disadvantaged groups the city organizes special language training strongly emphasizing aspects of “getting around”, familiarizing with the German social or educational system taking their previous level of education into account and offering courses close to their homes that provide child care if needed.

Another example are separate girl groups formed in order to gain the acceptance of Muslim parents for after school activities or teenage camps. Separate after school girl groups are also useful in closing gaps in educational success in some fields and thus removing structural barriers to professional success later in life. At other places young girls with head coverings are joining boys playing basket ball. Both pictures belong to a modern strategy of integration.

In June 2003, the 6th girl’s national cultural festival *Mädiale* came to Stuttgart after visiting Dresden in 2001. A network of non-profit organizations and girl groups lead-managed by the association of girls “AG Mädchenpolitik” of the House of the Youth organized this event. The 2000 active participants were girls from 5th grade up to young women, including girls from our partner cities Brunn, Kairo, Samara, Menzel-

Bourguiba, Mumbai (Bombay), Cardiff, and Lodz. The festival attracted thousands of additional spectators.

4) Political and Social Participation

Stuttgart - as the capital of the federal state Baden-Wuerttemberg - is an important political center. With regard to its high percentage of migrants, the city has been lobbying for the right of all non Germans to participate in local elections. To balance for this deficit in national law, people without a German passport vote for an “International Committee” which is a local consultative body made up of elected migrants, appointed experts, and city councilors. The International Committee meets regularly to discuss issues of the foreign population in Stuttgart and all aspects of local life which their members wish to cover in order to support and influence decision making in the city council and in the administration.

Further, migrants often develop alternative methods of political participation mainly through the channels of organizations without genuine political aims, such as religious groups, non-profit social organizations, and even sport clubs. These resources have to be understood and broadened to open up the regular channels of political participation via parties, institutions, and interest groups. Particularly the co-operation between public institutions and migrant organizations pays off in terms of preserving and developing social capital, since individuals can train themselves in participation and co-operation and in the most genuine forms of representing interests and political decision making (see Universal Declaration on Cultural Diversity of the UNESCO, Art. 6).

The strengthening of the intercultural self-perception of the city administration, the intercultural adaptation of the health care system and the police contribute to the improvement of services to the international city community. These changes also encourage participation in society and deepen the feeling of commitment to the community thus strengthening civil society. Elements of this intercultural adaptation are mother tongue counseling for a number of migrant groups – particularly for the elderly, and the management of a diverse workforce in a variety of fields within the city. The strengthened intercultural self-perception of the administration leads to increased access as well as participation and advancement of minority groups.

5) Pluralism and Cultural Diversity

Cultural diversity is reinforced through the protection of individual identities and group identities at the base of the guarantee of human and constitutional rights. The city administration supports events of intercultural initiatives and migrant organizations in various ways. The art work of migrants is made public through concerts, exhibitions, the Summer Festival of Cultures, presentations of books and many more. The city provides room for exchange and education: The municipal libraries carry books, leaflets, and electronic media in many different languages. Public and private organizations offer seminars on intercultural understanding and management, languages and customs. The Institute for Foreign Relations, foreign cultural institutions, and museums also engage in intercultural education. The “Theater House” has an international ensemble producing plays on contemporary issues of migration.

6) Spirit of Mutual Respect and Solidarity

Cultural diversity and pluralism do not automatically increase social cohesion and trust among people belonging to and identifying with very different cultural entities. The daily encounters of people from diverse backgrounds, however, encourage a permanent intercultural and interreligious dialogue. When celebrating a feast, religious organizations invite people from the neighborhood who are not their members.

Schools make their students more sensitive toward cultural diversity and teaching techniques to solve potential conflicts. Round tables with social workers, policy makers, teachers, policemen and other actors constantly struggle to improve the quality of life in the city’s districts for all and develop practical ways of fighting discrimination. For cases of private or public conflicts with “cultural” roots, a team of trained mediators offers to intervene to settle the problems outside of court.

7) Participatory Communication

Access to information is just as important for immigrants as it is for the native population. In Stuttgart, news shops sell papers of a broad variety of languages and some immigrant groups also edit own local papers in their native languages. Migrants who have lived for a long time in Germany already are passing on important

information to newcomers via their religious or cultural organization. They act as builders of bridges for the gap between newcomers, institutions and indigenous population. The municipal libraries are frequented by 1.5 million visitors per year, one third of them being migrants. The Stuttgart libraries subscribe to a great number of foreign journals and newspapers, and have a remarkable collection of foreign books including children books. Stuttgart is also leading in developing a virtual library for children wherein the strong participation of migrant children is an important step in fighting exclusion and the first milestone for life long learning.

In Stuttgart, the Forum of Cultures edits a magazine in which all intercultural organizations and ethnic groups are represented. This magazine called “Intercultural Stuttgart: Encounters of cultures” offers background information on countries, festivals, traditions, and prints an enormous list of current events open to all inhabitants and visitors. Also the “Amtsblatt” - a weekly journal published by the city’s press department – contains a list of intercultural events.

The regular press, radio and television reports regularly about multicultural or intercultural issues and is sensitive to aspects of diversity and intercultural understanding. The radio station SWR International (South-West Radio) broadcasts an international and intercultural program in eight languages particularly designed for the listeners of foreign origin in the larger Stuttgart area. The national press takes great interest in the Stuttgart model of integration, too.

8) International Co-operation

The city of Stuttgart is closely co-operating with EU institutions and the Council of Europe. Numerous environmental and other projects were financed with the help of grants from the EU. For example, during the German presidency of the European Council in April 1999, Stuttgart hosted the Euro-Mediterranean conference of foreign ministers and thereafter a preparatory partnership conference for the EU Mediterranean Conference in Marseille. The memorandum of this conference was mailed by Dr. Schuster to all Foreign Ministers of the EU, to Romano Prodi and to Javier Solana which led to a politically influential correspondence.

In September 2003, the city will host a conference in Stuttgart jointly organized with the Congress of Local and Regional Authorities of Europe of the Council of Europe and deepens the discussion on how to strengthen migrants' participation in society and politics at the local level. This exchange of European cities emphasizes a comparison of different integration policies, young people, future perspectives on migrants' participation and also seeks to adopt a final declaration for improving integration and participation of foreigners in European cities. In order to deepen the exchanges on particular integration issues, the city of Stuttgart seeks to initiate a network of cities providing a forum for European experts of migration and integration. The medium for this co-operation should be informal exchanges and workshops to develop solutions for common problems the participating cities face. We are looking forward to host the first of these network meetings in Stuttgart in 2004.

In October 2003, a representative of Stuttgart will represent the Stuttgart *Pact for Integration* in Tokyo. The conference is held to support Japanese policy makers in questions of integration which appears to prove more difficult for Japan than for traditional immigrant nations. With the UNESCO, the city of Stuttgart plans to organize an exchange on the topic of education in 2005.

Results:

the Stuttgart efforts of integration have been very successful. One could probably accept the level of contentment of the inhabitants as an indicator for social cohesion and integration as well as urban harmony. In a survey of McKinsey, the magazine "Stern", and t-online, 84% of the surveyed people living in Stuttgart said to be very content or content with their life. This number is higher than in any other major German city. How was this outstanding result achieved and how can we keep this level with regard to our high percentage of migrants? One answer is the *Pact for Integration*.

The Stuttgart *Pact for Integration* highlights four main areas of activities:

- 1) Language and education;
- 2) Integration in the neighborhoods;
- 3) Support of pluralism and diversity in all realms of society;
- 4) Strengthening of the intercultural self-perception of the city.

3. Promotion of Education and German

The longterm aim of promoting education and the German language among migrants is to increase the access of migrants to education and professional careers (young graduates from school, newcomers, and the unemployed) and therefore to fight exclusion. The promotion of German as a common tool for communication among all Stuttgart inhabitants also serves to strengthen the social cohesion of the city. At schools, but also through events organized by libraries and intercultural organizations, campaigns aim to make people become more sensitive toward different cultures and their own civic rights and responsibilities.

Only recently has there been a shift of view from Germany as a traditional homogenous country toward a country of immigration which in fact it has been for quite some time. This lack of recognition – most important the lack of a *permanent* long term perspective for living in Germany – however has lead to a situation where many immigrants do not master the German language sufficiently thus inhibiting them from taking up their most natural roles in society and disadvantaging them and their children in social, educational and professional life. For too long, institutions have closed their eyes regarding exclusion.

The city of Stuttgart therefore seeks to reinforce social cohesion through providing language training for 1) children from the youngest possible age, 2) students in primary and secondary school as well as 3) graduates in the process of professional orientation, and 4) adults.

3.1 Integrated Promotion of German in Kindergarten

Very often, it is the Kindergarten that provides the first exposure of migrant children to the German language. The younger the kids are when introduced to a new language, the easier it is for them to pick it up quickly. Also the *skilled* use of someone's mother tongue defines how easily a new language is learned. The profound mastering of a person's first language sets a base of general language capability decisive for both – the further perfection of one's mother tongue and the learning of a second or third language. The respect for children's mother tongues therefore is an important aspect

of teaching German as a second language. The Stuttgart policy is in accordance with point 6 of the UNESCO action plan for the implementation of the Universal Declaration on Cultural Diversity in encouraging linguistic diversity and fostering the learning of several languages from the youngest possible age.

In 2000, 18 model projects of integrated language training were initiated. Due to the positive results, the projects meanwhile include 33 Kindergartens. Integrated language training is based upon the utilization of German in a situational context. Children learn to name an object or action while using or doing it. In institutions with a percentage of kids with mother tongues other than German (some arising up to more than 90), German is introduced as a tool of communication for all children. This requires a strong devotion and a great deal of intercultural competence of the educators and the opportunity to work with small groups of children. The special attention and language training for the children preparing for school needs to be extended to all Kindergartens and day care institutions since it provides migrant and German children with a much better perspective for school success.

The language programs for the Kindergartens usually include German courses for interested parents to facilitate communication between the Kindergarten and the families and thus create a more supportive environment for the children's learning. This form of early investment in education creates opportunities later in life and should not only be extended to all day care institutions with a certain percentage of migrant children but also intensified. As a goal, all migrant kids should be provided with the opportunity to attend one of these institutions starting at the age of 3. Model projects of the promotion of German have found a broad support in the communities. Migrants have become more likely to bring their children to Kindergartens. However, in some districts there are still not enough institutions to meet the growing demand. Private donations are providing some additional funding used for example to provide a healthy breakfast to underprivileged children.

A general conception for teachers and educators in early language training has already been developed. The positive feedback from the project groups has led to an extension and expansion of the project to the city. A team of practitioners and linguists has formulated suggestions for the development and promotion of language for young children. These guidelines are now used in public and private Kindergartens alike as well as in other institutions in Stuttgart providing day care. The concept can also be

transferred to institutions abroad that are facing a similar multilingual situation in Kindergarten and child care.

3.2 Supporting students, parents, and teachers in schools

The School projects seeks to increase intercultural competencies of the students, teachers, and parents and to improve communication and co-operation between schools and migrant parents to achieve a higher level of appreciation of cultural diversity of all and therefore improving social cohesion. The long term goal is to raise the level of education among migrant youth and to increase their numbers at institutions of higher education.

3.2.1 Students

The students are trained to respect and welcome cultural diversity and to look beyond their own class room. Environmental education f. e. is a tool to make students more sensitive to global problems and to the future and to develop a sense of responsibility as citizens. Providing multilingual documentation, diversity education and the reinforcement of indigenous population's concern for cleanliness start with separate collection of plastic and paper. Class room and outdoor activities and special intercultural projects are designed to increase awareness and to fight discrimination and to promote a climate of toleration and understanding. A particular project „Around the Mediterranean“ utilized the adolescents' curiosity to increase their appreciation for the different. Promoting education among migrants, parents, librarians, and other volunteers try to extend typical „middle class activities“ reinforcing learning such as reading stories with and to less privileged children and introducing the opportunities of public libraries to the children and their parents.

Project activities for the students are frequently organized in co-operation with the German-Turkish Forum. These activities open a podium to students to bring in their expertise about another culture or to discuss their intercultural experiences in Germany. Rather quite kids have used project days to take the floor as proud and competent speakers presenting their home countries or traditions. Therefore, intercultural project days strengthen the self confidence of migrant children and as

such they secure their cultural identities and increase the respect and recognition of their peers as well as a general appreciation of diversity.

The International Committee of the Stuttgart city council initiated an essay competition for 9th grade students on the topic: “What does it mean for me to have friends from another culture.” The best essays of this competition have been published and the young authors – many of them migrants – received prizes.

3.2.2 Parents

Undoubtedly, parents play a key role in their children’s school success. Therefore the city reaches out to the parents. As in Kindergartens, German courses for parents are organized in a number of schools. Model schools further organize information evenings particularly designed for migrant parents using interpreters if needed. These evenings are a platform of first contacts between the teachers and the families and provide general information on how parents can support their children in the process of learning. Themes of these parent evenings have been: the German school system, the step from primary to secondary school or school success in general.

The positive feedback of all these activities in the six model schools show the need to expand the program to all Stuttgart schools and to intensify the existing programs at the model schools. The relationship between students, teachers, and parents have gained much from this deepened communication.

City institutions – such as museums and libraries – are valuable partners in intercultural education. In 2001, the municipal libraries participated in the EU project “Year of the languages” inviting authors, presenting books and little theater plays, organizing readings. The city library offers foreign books, newspapers, magazines, and audio recordings to the interested public. Librarians explain to parents how they can support their children’s mother tongue learning using these media. The libraries closely co-operate with the Forum of Cultures and contribute much to the international and intercultural orientation of the city, libraries are also an interesting partner for integration projects in the city districts.

Special evenings for migrant parents are offered at all model schools. They are designed and organized by intercultural professionals of the parents’ association (“Elternseminar”) or migrant groups. If needed, interpretation can be provided. At all

model schools, there is a high demand for evenings in the Turkish language. The turnout of parents was particularly high at schools where the parents were invited in person (either direct or with a phone call).

The exchange of information encourages parents to participate more in school activities outside the classrooms, to voice wishes and to ask questions to the school. Since the project started, substantially more migrant parents developed an interest in school affairs as expressed in a higher number of volunteers helping to organize intercultural project days or excursions, and more contacts to their kids teachers.

For parents of school children, nine German courses consisting of 75 units have been organized so far at 5 of the 6 model. For these course, the department of integration at the city of Stuttgart together with the teachers, have edited course materials to suit the needs of the parents and to assure the quality of the course. The philosophy of the courses is to combine the teaching of German with a variety of topics relevant to school life. Thus the focus is not only on increasing the awareness of diversity, but also to explain the school system and culture behind it. In the school, where the demand for a German course was not high enough to initiate one, parents are frequently organizing reading afternoons for mostly migrant students.

The department of integration will use the experiences and examples from the model project for a conception of integration transferable to all schools in Stuttgart and possibly beyond.

3.2.3 Teachers

The third group addressed in this project are the teachers themselves in order to encourage them to increase their intercultural competencies and to strengthen them in their interaction with migrant families provides them with a clearer perspective on mutual expectations. Also the expert lectures for the teachers on issues of family structures and patterns of education in migrant families or of the legal situation strengthened the teachers in their intercultural communication abilities. This knowledge helps teachers to arrange support for students in difficult situations caused by the legal situation of refugees and others. Knowing about the needs of the students and the expectations of the parents helps teachers to choose appropriate methods of teaching from traditional as well as modern pedagogies. Teacher conferences discussed family

structures in Muslime families and approaches in how to reach the mothers and fathers of the kids. The special teachers' conferences also contributed to improve the teachers' understanding of the background cultures of their students thus facilitating contacts between students and teachers, and also between teachers and parents.

3.3 Professional Orientation and Integration

Professional integration programs focus on two main groups: migrant students at the transition from school to professional life and adult newcomers who did not have the chance to go through the German educational system. For both groups there is already a number of special qualification programs – some offered according to persons legal status – asylum seekers, refugees, German or Jewish resettlers etc., some according to individual ambitions. They are organized by approximately 80 different organizations. Many of these programs have a high proportion of language training. There are one year preparation programs for regular apprenticeships in the framework of the German “dual system” of professional education which consists of theoretical instruction in a center of professional education and the practical training in companies. Young professionals have the opportunity to acquire additional job skills in the so-called JUMP program. For unemployed migrants, the program “Work instead of welfare” was devised which also offers language training and professional qualification. In addition, there are special programs for migrant women such as MIQUAS or asylum seekers such as QUASIE both supported by the European Union. Also an Italian-Croat-Turkish initiative – KOLIBRI – is supported by the EU.

However, so far there is no infrastructure for determining suitable courses and finding a helpful course has been a matter of pure luck. To improve this situation, the organizations having something to offer for the professional qualification of migrants were just recently brought into a network called BQN. This network aims to structure the current offers and to co-ordinate them in the future. It also raises data about needs that are not yet addressed by members of the network and funding of qualification measures. For example, the federal funds for the professional qualification for German and Jewish resettlers distributed via the “*Garantiefond*” alone amount to approximately one million euros, but comprehensive numbers are not yet available. BQN also seeks to initiate a mentoring program with professionals and successful peers to guide young

migrants through qualification programs and on the way to their first job. This model program is supported by the national government.

The many different programs for professional orientation and job training contributed to an unemployment rate among migrants which is still above the Stuttgart average, but considerably lower than in other major German cities. The programs also helped that the participants could find employment close to the profession they had before coming to Germany and improving their level of German thus also facilitating careers. The newly initiated network for the promotion of professional qualification of migrants aims to make offers and programs more transparent – and thus improve information and access of migrants to these programs. As a first milestone, the special offers of approximately 80 associations have been summarized and documented.

3.4 Promoting German among Adults

Since language is so crucial for most forms of participation in society, the city provides funding for courses for people not targeted by national programs. Both, newcomers and migrants who have been living here for many years are taking great interest in the courses. No other German city is as substantially engaged as Stuttgart in supporting German among migrants. In 2002 the city has reached 705 people from 70 nations who participated in 62 German and orientation courses. For 2003 numbers are expected to rise even higher. Participants of these courses only pay the very modest fee of 50 € for the entire course of 150 units making the course affordable to everyone. Many courses provide day care for the children of participants during the lessons, social counseling. They are organized near the participants' homes. The city of Stuttgart coordinates a network of course organizers in order to assure that the courses can be offered everywhere in Stuttgart. This network allows to adjust the supply of courses to the actual demand and also to forecast demands in the different areas of the city.

The courses directly address the people's most urgent needs: filling in official or bank forms, making appointments, using public transportation and many more. Political education – the German political and administrative system, social security and possibilities for participation – is an integral part of the courses. The courses take the

previous educational experiences of the participants into account – some literacy classes are offered as well. While the city and the foundation of Baden-Wuerttemberg provide financing, migrant and social organizations are very active in mobilizing participants. Some of these organizations provide class rooms, technical equipment and teachers as well.

The German courses for adults are designed to provide migrants with a working knowledge of German enabling them to participate in daily activities in Germany and to give them a more profound understanding of German society and politics.

About 50 German and Integration courses for more than 700 adults from over 70 nations have been organized in 2002 in co-operation with the city of Stuttgart. The dimension of political education in Integration courses supplied the participants with a working knowledge of the possibilities for participation in Stuttgart and has therefore contributed to an expansion of their radius of action. 75% of the participants are women. This indicates that the courses help to tear down barriers for societal participation of migrant women. The topics of the course were perceived as both interesting and practical. In evaluation surveys, participants expressed that the courses have made them more independent and that they are now able to perform many daily activities within the German society on their own, such as making appointments, going shopping, filling in bank forms etc.

The high quality standards of these courses is reflected in the high percentage of participants wishing to take a subsequent course which amounts to 80%. In addition, the integration courses contained two meetings with a social pedagogue who gave advise on personal and career advancement for each participant and who could also help in situations of family crises. These meetings were regarded as very useful by the participants. Also in regular German courses, the teachers were confronted with many questions related to difficult personal situations as a sign of deep trust the men and women developed in a very short time.

Important additional partners are the Kindergartens and day care institutions, the model schools, and the organizers of German or “Integration” course. It also needs to be pointed out that non-profit organizations mobilize volunteers to help migrants in their specific situation (f.e. the Caritas organization has initiated a mentoring program in support of the German courses. Volunteer mentors are out-of-class partners for the

participants to help them with daily problems and offer them the opportunity to test their German in a warm and relaxed environment. There are also programs funded at the federal level that promote German (some in combination with job training) in Stuttgart.

All this said, it becomes visible that the city is a strong partner in the triangle of the public sector, private sector, and civil society. As far as its financial means allow it, the city also supports integration efforts of other actors within the *Pact for Integration*.

The work of the volunteers is highly appreciated and supported in Germany. These volunteers work with innumerable associations mobilizing even more resources of civil society. This form of social capital – as crucial as it is for understanding projects that are based on volunteering – can not simply be expressed in financial terms.

3.5 TIMELINE

2001: The 18 model projects for early language promotion started in 2000 are extended to 10 public Kindergartens and 17 day care institutions of NGOs.

May 2001: The Stuttgart “Integration courses” (combination of German and orientation in the city and in Germany) for newcomers and immigrants already living here for some years start.

Dec. 2001: The City Council provides a political mandate for intensifying integration efforts particularly in the field of promoting languages and education as laid out in the *Pact of Integration*.

Sept. 2002: Start of the School Project with 6 model schools: Due to the PISA results, the city seeks to improve education levels of migrant youngsters and to foster diversity education.

Jan. 2003: A network of approx. 80 larger and smaller organizations for the promotion of professional qualification of migrants (BQN) is initiated. The aim of the network is to co-ordinate the activities better and to counsel interested young migrants and to direct them to the programs that best suit their needs.

2003: 33 groups of children in public and private Kindergartens are supported with early language promotion. 6 model schools try out new approaches of intercultural education. More than 700 adults are taking a German course co-organized by the city, about twice to three times as many take German for professional or educational advancement provided by the federal or state government or a private institution. The unemployment rate of migrants is the lowest of major German cities.

3.6 FINANCIAL PROFILE

YEAR	TOTAL BUDGET in € (in US\$)		PARTNER 1 City of Stuttgart (% of the budget)	PARTNER 2 Landesstiftung (% of the budget)
2003	747,500 € (852,200 US\$)	1) early language promotion 2) school project 3) adults	250,000 30,000 <u>187,500</u> 467,500 62,5 %	30,000 <u>250,000</u> 280,000 37,5 %
2002	567,500 € (647,000 US\$)	1) early language promotion 2) school project 3) adults	250,000 10,000 <u>137,500</u> 387,500 68,3 %	10,000 <u>170,000</u> 180,000 31,7 %
2001	275,000 € (313,500 US\$)	1) early language promotion 2) school project 3) adults	125,000 <u>50,000</u> 175,000 68,1 %	 <u>100,000</u> 100,000 31,9 %
2000	69,700 € (79,500 US\$)	1) early language promotion 2) school project 3) adults	53,700 <u>16,000</u> 69,700 100 %	

4. Integration in the Neighborhoods: District Stuttgart North

Integration in the living quarters is strongly encouraged in order to improve the living conditions there and to win more people – indigenious and immigrants alike – to participate in communal life: political participation and information about civic rights is part of it. Numerous events seek to bring cultures closer together and to support a genuine urban harmony. Crime prevention programs serve the entire community.

Integration in the neighborhoods takes place in all districts of the city of Stuttgart. However, here it is illustrated with the quarter of the old train station “North” and the community center “House 49”. House 49 is one of the first community centers with an intercultural approach. Its success and its positive impacts on the quarter have made it a model for community centers (“*Nachbarschaftstreffs*”, “*Bürgerhäuser*” etc.) in other districts such as the “Old Firestation“ in the district of Heslach. The philosophy of House 49 is also the base for new community centers currently set up.

4.1 Initiation

Within the last 40 years, the quarter of the old train station “North” has become more and more international: about 50 percent of the population is made up of immigrants and their children. The district is the home of many young families and also older people from a variety of ethnical backgrounds. Low income households are over represented and many youngsters of the quarter have had a poor start in education and professional careers. There was also a developing tendency toward higher crime rates and drug abuse. While many middle class families moved to better areas, problems of segregation of the underprivileged became more noticeable.

Thanks to the financial support of the Robert Bosch Foundation, the communities of the Catholic and the Protestant churches initiated a Society for social work for the youth. The aim of this Society was to set up a community center for young people, families, and migrants. The house number 49 soon became the symbol of the project. Today it is still called House 49 even though it has been moved to a larger building.

House 49 - originally designed for social work with adolescents – has grown into a community center for all age groups, religions, and nationalities. It became a place of encounters between cultures. House 49 has been aiming to restore trust and a mutual understanding in the quarter. Thanks to crime preventing efforts at House 49 in conjunction with social work and providing spare time activities, crime rates of the quarter have dropped remarkably. When the project started in the early 1980s, many people, particularly the elderly, felt that the district was carried away by adolescent deviation, drug abuse and the poverty of many young migrant families. Adjusted for the social distribution, the crime rates of the quarter now range even a little below the city average.

4.2 Activities

The activities of the community center have much diversified since then. Now the House 49 is a place for all people from the very young to the very old including all cultures, social classes and nationalities, sport and religions groups alike. Kids who are not going to Kindergarten are welcome to play and are supported by volunteers in improving their language skills. Young students come in the afternoons to do their homework assignments and up to 20 students have lunch together which is prepared by their school teachers and the social workers of the center. The community center is a place to meet for sport activities and to hang out with friends, to perform art, music, and handicraft, and to prepare exhibitions, e.g. a place where cultural pluralism is at home. Excursions and holiday activities outside of Stuttgart are organized from here.

Groups of senior citizens from various nations come to speak their native languages and to preserve their cultures and traditions. Muslime neighbors have a small room for prayer. Psychologists and social workers provide counseling to anyone who seeks assistance – no matter if it is a relationship, school or drug problem. In co-operation with the police department, the center offers a preventive program targeting drug abuse and violence.

Students learn how to find suitable apprenticeships and how to apply for jobs. Further, volunteers of the center help to arrange contacts between young school graduates and prospective employers. Newcomers are offered language courses and simply a place of contact with Germans where they can improve their ability to speak their new

language in the most natural way. On the weekends, House 49 is also welcoming family celebrations such as baptism or birthday parties. Once a year all groups organize a multicultural festival. The participation at this festival is a source of pride of all who bring home made food or organizing an activity or present their organization with a play. Sponsorship of outstanding events in the community center provide a bond between the community and local entrepreneurs.

4.3 Conflict Resolution

Of course in a place where so many different people with different needs and expectations meet, conflicts can not always been avoided and are in fact part of a learning process. The relatively young method of conflict mediation has proved to be a useful tool in overcoming difficulties in the community center as well as in the neighborhood. Mediation can only be effective, when the conflicting parties are willing to communicate and to compromise. It works on the principle that a non-partisan trained mediator steps in and sets up a frame within which the conflicting parties develop and negotiate solutions.

4.4 Social Capital and Successful Integration

House 49 became increasingly attractive not just to disadvantaged youngsters and families, the older generation gave the center much credit for an improved living environment and became very supportive towards it. Over the years, many of the older people have volunteered for special activities of House 49. The community center has succeeded in mobilizing social capital in one of the most disadvantaged areas of the city. Today most activities and projects of House 49 relay on the support of uncountable volunteers – migrants and Germans, older and younger people alike – who help to make their neighborhood a better place. House 49 is well accepted and frequented, societal groups of the quarter organize festivities, help in projects such as tutoring or after school care, and even celebrate baptisms and marriages at the House.

The success of these activities is visible in the difference they make for individual lives. People are shown perspectives, but they have to work hard to realize them. They are

given teachers and social workers, but they have to learn by themselves. They are given counseling, but only they themselves are able to change their lives. They are provided with a podium, but they must present and speak for themselves. They are confronted with differences of all kinds, but they have to engage in respectful behavior and to find ways of managing these differences. With all the removal of barriers and the creation of possibilities, it will always be the individuals' own responsibility to live up to the full of their potentials and to make the best use of their time.

The educational work in combination with sport & social activities (for example lunch is provided for young students every noon after school) contributes to school success of socially disadvantaged kids. House 49 organizes boys' and girls' scouts teaching social skills and conflict resolution mechanisms to kids whose families could not otherwise afford this kind of activities. Inclusion in these "middle class" activities gives the kids a more optimistic picture for their own perspectives in life.

Particularly the professional orientation activities – career orientation/ job application work shops etc. – and the personal contacts of staff member, and volunteers to local entrepreneurs are of great use to the young people who are graduating from school and need to enter into a profession. Statistically, the number of well paid professionals turned out by House 49, is hard to measure, but every single CV that got away from little thefts or alcohol into a normal life with and apprenticeship and a family and the means to provide for him- or herself needs to be regarded as a great success. The fact, that many formerly disadvantaged but talented youngsters who seeked help with homework at House 49 years ago are now studying at prestigious universities and come back to the House as volunteers, is enough prove of the idea House 49 is based upon.

The interreligious dialogue started four years ago has proved very effective in connecting people who would otherwise not have known each other. The private encounters in the families' homes do much for mutual respect and an understanding of the others beliefs and traditions. The interreligious dialogue is a true source of the appreciation of pluralism.

4.5 Future Perspectives

Stuttgart has participated in an idea contest at the federal level with a project called “Model city/ region 2030 – dynamic – integration – balance”. This project developed visions for city planning in the three participating districts with projected high percentages of migrants in the coming decades. Apartments owned by the city are already today leased to people trying to provide a healthy social and cultural balance. The results of this project will be implemented in future city planning. The project also made city planners more aware of the needs of an increasingly international population. In the future, new ways of inclusion of the old and the young, natives and foreigners have to be found. Students participating in this project already participated in some of the envisioned new forms and were particularly excited about the digital possibilities for creating a universe for all people which still provides orientation in daily life situations and guidance for the city’s services. A festival of cultures as a highlight of the project gave them a taste of the future and a sense of responsibility for shaping it.

4.6 TIMELINE

1982: With support of the Robert-Bosch-Foundation and in close co-operation of the Catholic and Protestant church communities in quarter, the Association for Social Work with Adolescents Stuttgart North (“Gesellschaft für soziale Jugendarbeit Stuttgart Nord”) was founded. A variety of social and educational activities soon started in the House with the no. 49 on *Nordbahnhofstraße*.

Spring 1996: House 49 moves to a new building in *Mitternachtsstraße* provided and financed by the city, but keeps its name. The activities are no longer limited to adolescents or young adults. It has become a meeting place for all generations and nationalities.

1996: The co-operation between “House 49” and the Rosenstein school reaches a new quality expressed in a contract. Teachers of the Rosenstein school provide afternoon “classes” on homework assignments for students up to 9th grade at “House 49” as part of their regular school work.

1999: “House 49” starts inter religious dialogue: Celebrations are organized for religious holiday explaining traditions, symbols, and meanings. Muslim inhabitants invite Christian neighbors for dinner after dark during Ramadan, Christian families invite Muslim neighbors for coffee and cake during Advent season.

2003: **200** people – old and young alike - visit “House 49” every day to take advantage of a broad intercultural curriculum or to aid in it. Four fulltime staff members, one intern, and eight permanent volunteers in the young students’ afternoon care (50% German, 50% Turkish, Bosnian, Ukrainian, and Afghani) offer assistance, entertainment, and even friendship.

4.7 FINANCIAL PROFILE

YEAR	TOTAL BUDGET in € (in US\$)	PARTNER 1 House 49 (100 % of the budget)
2003	250,500 € (285,700 US\$)	187,000 € (regular budget, incl. approx. 150,000 € from the city of Stuttgart) 63,500 € (grant of the federal state for students' _____ afternoon care) 250,500 €
2002	233,500 € (266,200 US\$)	175,500 € (regular budget, incl. 148,700 € from the city of Stuttgart) 58,000 € (grant of the federal state for students' _____ afternoon care) 233,500 €

5. Intercultural Stuttgart: Forum of Cultures

The Forum of Cultures is a non-profit organization serving as a roof to artists, cultural organizations, and migrant groups. One of the major roles of the Forum of Cultures is to provide an infrastructure for cultural life to the artists and organizers of events. Counseling of artists and groups as well as networking among the members are two important tasks serving the aim of bringing cultures and urban communities closer together and thus improving the sensitivity for different cultures and their acceptance. The Forum of Cultures seeks to win more and more people for shaping the cultural and intercultural life in Stuttgart by showing the cultural diversity that exists in Stuttgart. Thanks to the work of the Forum, the cultural life of Stuttgart becomes more international and more intercultural by giving artists from all over the world the opportunity to perform in Stuttgart and by attracting more and more spectators to carry on the idea of cultural pluralism.

The Forum of Cultures employs three people (two of them part time) to run the bureau, keep contacts with the cities cultural institutions, edit and distribute the magazine, organize projects and events, and to counsel artists and organizations. Even through the tremendous support of volunteers, the workload remains intense and leaves little time to initiate new projects and to secure efficient financing. The greatest problem of the Forum of Cultures has always been to raise enough money to finance new projects and to support personnel and technical equipment, particularly since the Forum follows the spirit of having many free events to guarantee equal access. Financial worries led to the search for new sponsors and the acquisition of additional project funds.

5.1 Paradigm Shift

Today, the vision of a harmonious living together of the many cultures in Stuttgart, their integration and their participation in local politics are a great challenge for all of us. The cultural sector itself plays a key role in this process. With 25 % of the population being bicultural or belonging to a non-German culture, this social cultural change needs a reflection in the arts and – what is even more important – should be mobilized for the city. The international population in the city and the region of Stuttgart needs

opportunities to show its colors and profiles. It wants to play its role in the cultural life of Stuttgart and wants to see its offers appreciated.

The actors, i. e. cultural organizations and projects together with numerous individual artists of non-German origin no longer see themselves as migrant artists. They demand a new understanding that local culture regards internationality not as exotic but as a normal and integral component closely related to demographic developments. A professional bureau can do much to promote urban art, intercultural exchange, and interculturality as a dimension of popular culture and also more demanding classical culture and world music. The bureau's aim is to open rooms and arenas of the city for these colorful projects and initiatives and to counsel artists and groups on how to utilize them. The connection of the diverse interests of the migrant population with the interests and the curiosity of the indigenous population is a great contribution to mutual understanding and active dialogue.

5.2 Development

Founded in 1998, the Forum of Cultures started its work as a roof organization for all intercultural institutions starting out with 16 organizations and expanding rapidly. Today it counts 62 member organizations of over 50 nations. Independent from the city's direct support of the Forum of Cultures, all of these organizations qualify for financial support of the city to promote cultural projects.

In 2001 the Forum of Cultures started its Intercultural Bureau counseling migrant organizations, organizing smaller and larger encounters between cultures. Starting in April 2001 the Forum edits a magazine "Intercultural Stuttgart: Encounter of cultures" publishing a respectable, constantly growing calendar of international and intercultural events for the current month. Besides this intercultural program, the magazine contains interesting and thoroughly researched articles about intercultural issues in Stuttgart. The demand for the magazine grew so rapidly that the circulation had to be increased three times and currently amounts to 18,000 copies distributed free of charge to migrant and cultural organizations, a large number of social groups, public institutions, and even international restaurants and stores. Every issue lists about 300 intercultural events in the bigger Stuttgart area enriching the life of the city with artistic, intellectual, emotional, moral, and spiritual exchanges.

5.3 Activities

The Forum of Cultures attracts much attention beyond Baden-Wuerttemberg. Besides the concrete help for artists and organizations (from Stuttgart and from far away) and the editing of the magazine, it organizes a huge Sommer Festival of Cultures attracting a larger crowd every year. The Sommer Festival presents theme evenings dedicated to different regions of the world and weekend events for an entire week at the market square bringing the festival right into the center of the city's life and making it visible to all. There are no entry fees to assure truly equal access to the festival site. In spring there is the intercultural festival of children contributing not just to entertainment but also to early diversity education among young people.

This year's Summer Festival of Cultures welcomed between 35,000 to 40,000 people after approx. 20,000 the year before. 42 intercultural associations representing 27 countries shaped the Summer Festival 2003. The hundred musicians came from 23 countries.

Using visibility and turnout (expressed in the numbers of artists and spectators) as indicators for success in the realm of culture, the activities of the Forum of Cultures have to be evaluated as very successful. Event series cover world literature, theater, movies, traditional and modern branches of music creating a truly pluralistic offer for all ages and all tastes. They are usually organized by a network of associations. The **intensive networking** – facilitated by the Forum of Cultures as a roof to so many different organizations – is very effective in bundling resources to diversify the projects and to increase their profile and attraction. Publicity can be arranged much more powerful for multiple connected events.

Other projects are a migrant theater festival, theater plays with children and adolescents, migrant literature in Stuttgart, and World music. To deepen intercultural exchanges, many events and evenings are organized in a serial manner such as the recent presentations of World literature or they are organized around themes such as the Orient days. The intercultural events often take place in public buildings that contribute to and gain from the events spiritually: libraries, museums, adult education centers ("*Volkshochschule*"). Good experiences also create new expectations among

artists and spectators to offer even more events and to secure an even higher quality thus permanently demanding masterful budgeting.

5.3.1 Local Partners

The Forum of Cultures closely co-operates with membership organizations and networks within the Forum. An example is the exchange of information for publishing event calendars. The Forum publishes the list of events in its magazine, URBANUM with its "Virtual House of Cultures" publishes them on the internet. Also some of the most interesting articles of the magazine are published on the URBANUM web page (<http://www.urbanum.de>).

The German-Turkish Forum is another example. It is one of the biggest and most important partner organizations of the Forum of Cultures and has specialized on improving relations between the largest migrant group with the indigenous population and to provide room for education and encounters.

5.3.2 International Engagement

The Forum of Cultures also co-operates on the national and international level. It has been taking part in music competitions and dance symposia, juries and expert meetings. Supporting the Euro-Mediterranean conference of foreign ministers in Stuttgart during the German presidency of the European Council in April 1999, the Forum contributed a great deal to the cultural program. As a follow up, Forum of Cultures contributed to the preparation of the EU Mediterranean Conference in Marseille by inviting to a partnership conference funded by the EU and jointly organized with the German UNESCO commission, non governmental organizations, and political foundations. This partnership conference was entitled "From Stuttgart to Marseille." The memorandum of this conference was mailed by Dr. Schuster to all Foreign Ministers of the EU, to Romano Prodi and to Javier Solana which led to a politically influential correspondence.

Further, the Forum of Cultures frequently co-organizes many European or World Festivals and contributes to the European-Mediterranean Dialogue as well as to the French-German partnership.

The intercultural and international orientation of the Forum permanently reinforces the city's efforts for international co-operation. Working with partner cities and institutions in Germany, Europe and the World, with institutions of the EU, the Council of Europe, the UNESCO and of course the local public, there is a very powerful connection between the World outside and the mirror image of the World in Stuttgart. With more than 170 nations living together in our city, the interests of the World are the interests of the city of Stuttgart. The city and its inhabitants benefit from the strong international engagement of the Forum of Cultures in terms of a diversified cultural life and to achieve a more satisfactory intellectual, emotional, moral, and spiritual existence. The Stuttgart model of successful intercultural work, educational, and conflict regulating strategies sends the idea of peace and co-operation based on pluralism and diversity back out into the World.

5.4 TIMELINE

1996: Strategic Paper by Dr. Wolfgang Schuster: "Stuttgart on the way to being an intercultural city."

May 1998: The Forum of Cultures is founded as a roof organization of non-German cultural organizations and intercultural institutions, 16 founding organizations.

April 1999: The Forum provides a great part of the cultural program for the Euro-Mediterranean conference of foreign ministers in Stuttgart during the German presidency of the European Council.

August 2000: The office of the Forum of Cultures opens at the House of Europe in Stuttgart where many other international and intercultural institutions such as the German-Turkish Forum have bureaus.

October 2000: The Forum of Cultures in co-operation with the German UNESCO Commission organized a great NGO conference "Partnership for the Mediterranean". This conference tied the Euro-Mediterranean conference of foreign ministers in April 1999 in Stuttgart to the follow up conference in Marseille.

April 2001: The first edition of the magazine "Intercultural Stuttgart: Encounters of Cultures" appears.

Summer 2003: The Summer Festival of Cultures attracts 35,000 to 40,000 spectators, the highest number ever. At the same time the magazine reaches its highest distribution (18,000) having increased the number of printed copies for the third time.

5.5 FINANCIAL PROFILE

YEAR	TOTAL BUDGET (in US\$)	Forum of Cultures Current: 320,000 € annually (100% of the budget)
2003	approx. 320,000 € (365,000 US\$)	Major sources of Income: 67,200 City of Stuttgart 82,000 Federal Grant (Anti-Racisim Project "Entimon") 30,000 Unemployment Agency other: advertisement in the magazine/ entry fees/ membership/ sponsoring
2002	320,000 € (365,000 US\$)	Major sources of Income: 67,200 City of Stuttgart 75,000 Federal Grant (Anti-Racisim Project "Entimon") 30,000 Unemployment Agency other: advertisement in the magazine/ entry fees/ membership/ sponsoring
2001	151,000 € (172,000 US\$)	Major sources of Income: 61,300 City of Stuttgart 28,200 Advertisement in the magazine 27,100 Unemployment Agency
2000	151,000 € (172,000 US\$)	Major sources of Income: 61,300 City of Stuttgart 30,900 EU 27,100 Unemployment Agency

6. Strengthening the Intercultural Self-Perception of the City

The city of Stuttgart regards cultural heritage as a wellspring of creativity. It therefore needs to be preserved, enhanced and handed on to future generation. The *Pact for Integration* emphasizes the view of cultural diversity as a resource for the city community and the administration. Diversity as a value contributes to a high quality living environment and urban harmony, because it nurtures freedom and respect and aids in building bridges between the various urban communities. In this respect it also a factor in promoting the image and the culture of various cultural or ethnic groups. Social cohesion in such a culturally diverse society as we have in Stuttgart can be achieved and increased by a durable political and administrative reinforcement of pluralism as a common value. For the social cohesion of a diverse community, differences not only have to be tolerated, but they have to be warmly welcomed and appreciated. The promotion of culture and cultures is only feasible with an inherent understanding of pluralism as being conducive to cultural exchange and to the flourishing of creative capacities that sustain public life.

Following this understanding, services for the city population have to be adapted to demographic and international developments: They have to be made known to and accessible for all population groups. In a number of cases, communal services themselves have to be modified to make them attractive to **all** inhabitants regardless of their passports. In every day practice, this means the services need to be diversified to suit the particular needs of all kinds of societal segments. As this holds true for our aging populations in Europe, it also creates a demand in the area of culture with respect to our increasingly international population. The promotion of pluralism is essential in the realm of arts. At the personal level, the guarantee of individuals' cultural identity as defined in values, norms, religions and philosophies, languages, and ways of life is equally important.

6.1 Diversity Management in the Administration

In order to respect the variety of cultural identities, the city administration itself had to open up to issues of diversity management. Just as private enterprises, the administration simply needs to utilize diversity a resource in order to increase proficiency of

the organization and to provide improved services to the city community as means of attracting qualified people and business investment in global competition but also to increase the social cohesion among the inhabitants and a general standard of living.

6.1.1 Organization

The strengthening of the intercultural self-perception of the administration and the intercultural adaptation of its services have become a policy priority across resorts. An expression of this priority is that the responsibility for this process is given to the heads of the departments and administrative units. Aims are developed right there and implementation and evaluation of measures also rests with the departments. In addition, the commissioner for integration coordinates and supports these activities providing good practice examples from other departments and experience in tearing down obstacles to multicultural team structures.

6.1.2 Implementation

6.1.2.1 Intercultural Approach at the Work Place

Many departments offering services to migrants have recruited bi- and multilingual experts and persons with an own experience of migration. This personnel sends signals to the migrant population that the city appreciates diversity and offers them opportunities for personal advancement besides improving communication between the administration and immigrants or minorities. The city also sustains a center of professional translators and interpreters who can step in at any time to facilitate communication between the city and its citizens. Many departments edit leaflets in several languages to assure that the entire population is reached by their services. The departments also provide training for their employees to react more sensitive to intercultural contexts in their work environment.

The campaign for the reduction of trash and for the promotion of recycling proved to be crucial for the environmental protection efforts of the city. Leaflets in various languages are now utilized in schools and distributed to households explaining purpose and

function of the recycling and disposal systems and encouraging people to reduce trash. Particularly environmental protection lives from the support of all societal actors –the chain being as strong as its weakest limb. The campaign has reached both autochtone and migrant population ensuring that the elaborate system in place for the protection of the environment works.

6.1.2.2 Mobilizing Private Organization and Civil Society

In addition to the intra-administrative efforts, the city also encourages NGOs to open up their services to migrants and to adopt intercultural approaches. The unemployment agency co-operates very closely with local entrepreneurs in finding new apprenticeship and employment opportunities for young adults from various cultural backgrounds whose multi-linguality and intercultural competencies should be regarded as special soft skills for today's workplace in a globalizing economy.

Many institutions and projects receive financial support from the city: Counseling services with bi-lingual psychologists, social services of migrant organizations, special services for refugees and victims of war, adult evening classes, tutoring of migrant students in primary and secondary school, and the network of youth associations.

In addition to the city-owned or supported institutions, there are private initiatives and other non-profit organizations with uncountable volunteers being very active in supporting the city policy of managing diversity and adjusting services: Even churches and religious groups have been modifying services in order to open them for the international city community. To give an example, the Red Cross offers courses in First Aid or medical care at home in various languages.

6.1.2.3 Visibility

The administration has been very active in promoting diversity and making it visible throughout the city. The most urgent situation for an intercultural adaptation of services appeared in the Department of Youth and Family with 30% of the clients being non-German. Starting in the late 1980s the department and its partner institutions started to

employ non-German psychologists and social workers in order to provide a better service to migrant clients and to encourage their usage of communal services.

Several offices for educational counseling soon had a Greek, a Turkish, an Italian, and two Croatian colleagues. A Croat and a Turk work at the Office for Drug Addiction. 5 out of 15 permanent employees at the Parents' Association (*Elternseminar*) are Turkish, Greek, or Italian. Out of 107 associated freelancers 23 are non-German. One quarter of the educators in kindergartens are migrants.

The strengthening of these offices with multilingual and multicultural personnel has led to an increase of their services by migrants. Migrant clients instantly **doubled to quintupled!**

6.1.2.4 Human Resources Development

In 1999 a department overarching team for equal chances devised a **framework for human resources development** aiming to promote diversity at work. Promoted are not merely nationality or gender, but the diverse individual resources employees gain from their character, knowledge, personal experience of migration or bi-cultural education for the work of the unit.

Communal services with multi-ethnic teams developed intercultural conceptions to facilitate the work of their German colleagues in situations they had to deal with non-German families. They also introduced diversity management into the city administration. In a way, they were the first to **implement** the suggestions to increase diversity at work laid out in the framework for human resources development. A publication about intercultural work written by one of the family counseling offices (district: Stuttgart Wangen) was awarded the **German Prize for Youth Welfare in 2000**.

6.1.3 City Planning

The intercultural component in regular communal services is highly visible in the areas of housing, environmental protection, and public places. One third of the city owned apartments currently houses migrants. The city distributes its apartments to all national

and ethnic groups in such a way that social and cultural diversity in the districts is increased and the percentages of Germans, Turks, Croats and other major groups balanced. This has proved a successful strategy in preventing ghettoization.

The project Model city/ region Stuttgart has brought up interesting long term perspectives and visions for institutional renewal, participation and social balance with regard to individual districts and the city as a whole. The model project showed ways against the segregation of ethnic minorities, the elderly, and other disadvantaged groups. The outcomes of this project are very welcomed in the city's planning offices.

6.2 Promoting Diversity in the Arts

For promoting pluralism in the arts and supporting the diversity of cultures, the department of culture of the city of Stuttgart annually spends 207,000 € to support intercultural encounters and organizations. About two thirds of this amount is split between the Forum of Cultures and the German-Turkish Forum. These two NGOs closely co-operate with each other and organize the widest imaginable range of decentralized cultural activities.

Apart from the sum spend on intercultural projects in Stuttgart, the city supports an international ensemble at the "Theater House" which is a true jewel in Stuttgart's cultural life. The ensemble consists of 11 artists from eight nations and arranges a series of international events such as "Poetry of cultural diversity". The Theater House's own production "Dirty dishes" attracted more than 120,000 spectators in over 500 performances. The performances of the international ensemble focus on contemporary issues of society raising social and political questions. The International Ensemble also participates in an "International Platform of Contemporary Theater" together with artists from Britain, France, Finland, and Luxembourg sponsored by the European Union. In the area of dance the "Theater House" has co-operated with international artists such as Ismael Ivo and Marcia Haydée for many years. In 2005, Stuttgart will host the "Theater of the World"-Festival bringing ensembles from all over the world to the Stuttgart arenas.

The city has found strong partners in cultural institutions from the United States, France, Hungary and others as well as embassies and consulates, and the Institute of Foreign Relations enrich the city's cultural life. Every year special cultural weeks

present different countries to the Stuttgart inhabitants and visitors. In Spring there is the traditional international festival of children organized by the European Association of Turkish Academics. Migrant organizations, the Forum of Cultures, and many volunteers work very hard to make all of these events an unforgettable experience and noticeable to the inhabitants.

Cultural and intercultural activities supported by the city are increasingly becoming intertwined connecting them into an inseparable unit. This inseparability is one of the clearest indicators for successful integration.

6.3 Providing Room Supportive to Spontaneous Integration

To contribute to a creative intercultural atmosphere, the city not only supports cultural events and adjusts its services to migrants and minorities, but also provides parks and other spaces where people can meet and engage in communication with each other. Stuttgart has developed an international flair with parks and playgrounds - there is a Chinese garden, space for Boule and Boccia highly frequented by Swabians, migrants, and visitors. In the *Schloss* garden, people from all over the world gather around a giant chess board playing and kibitzing. One third of the active members in the Stuttgart Sport clubs are migrants. The city's grave yards pay respect to the special needs of religious burials of Christians, Muslims, and Jews.

These examples show that once an international flair as a common ground has been established, integrating in such an international environment follows naturally since every person has a drive to socialize with others. The international atmosphere respects and protects individual identities and cultural pluralism. Encounters are facilitated along the line of common interests - might it be a daily need, a sport or another spare time activity. A means of communication also evolves from it. If a common language between two people is not found, but the common interest persists, communication finds very creative channels.

The lessons drawn from this "spontaneous" integration for public policy are the positive impacts of an "integrative environment": the international flair, mutual respect, and the protection of individual identity; the existence (or the creation) of common interests,

and the exploration of one's own curiosity in the other. The city and the civil society must therefore provide even more spaces where common interests may be found and curiosity for the other may be instilled and lived. Particularly, sport clubs have asserted strong integrative power. The regular financing the city provides for sport activities are therefore also an important tool of integration policy. Sportive encounters provide the opportunity for people to learn about and from the other. It is the daily experience that nurtures mutual respect. The international flair is a social construction and an image one permanently needs to work on and fill with life. Only then can identities be preserved and diversity appreciated. Only then individuals can be free to engage in contact and spiritual exchange with others.

6.4 TIMELINE

1996: Strategic Paper by Dr. Wolfgang Schuster: “Stuttgart on the way to being an intercultural city.”

1999: First Migration conference in Stuttgart: “Intercultural Future” brought experts and practitioners together to exchange experiences and to develop new conceptions for integration. Integration and Migration has become a new area in the education and qualification program for city employees.

Dec. 2001: The City Council provides a political mandate for intensifying and decentralizing integration efforts in all departments and divisions of the city administration as laid out in the *Pact for Integration*.

2001/2002: 3 managers of the Department of Public Health participated in the national project for the “Transfer of intercultural competence.” Aim was the promotion of intercultural competencies of the institution itself through qualification and the process oriented implementation of supervision and organizational change.

Spring 2002: The Commissioners for Integration supported the heads of departments and divisions in formulating targets for the intercultural adaptation of their units regarding structures and services. These have been collected and published. Common targets are measures for human resources development, the acquisition of multilingual and multicultural work force, and of course managing diversity issues.

2003/2004: The implementation of these targets is going to be evaluated and documented in an “Integration Report” as a base for developing new conceptions and strategies.

6.5 FINANCIAL PROFILE

YEAR	TOTAL BUDGET in € (in US\$)	CITY OF STUTTGART	
		Strengthening the Inter-cultural Self-Perception of the Administration & the Intercultural Adaptation of Services (% of the budget)	External Promotion of Cultural Diversity (% of the budget)
2003	2,332,900 € (2,659,500 US\$)	1,059,500 € (45,4 %)	1,273,400 € (54,6 %)
2002	2,293,300 € (2,614,400 US\$)	1,037,700 € (45,2 %)	1,255,600 € (54,8 %)
2001	2,217,900 € (2,528,400 US\$)	1,003,300 € (45,2 %)	1,214,600 € (54,8 %)

The city has provided rooms for mother tongue language training to consulates and other agencies free of charge with an estimated value of approx. 306,000 € in 2003 and in 2002. The work of the numerous volunteers can not be quantified in financial terms but is invaluable for the action's success.

7. Perspectives

The highlighted areas of activities are considered work in progress. Contemporary and future developments and migration flows will require a thorough rethinking of our policies of integration. Strategies and measures will have to be adapted or redrafted. New ways will have to be found and developed.

Particularly, the intensive promotion of German and education is a future key task in increasing social cohesion and in providing equal chances. New programs have to be backed up financially not only by the cities themselves, but also at the levels of the federal states and the nation. These programs need a long term orientation and should respond to the different needs of various migrant groups. As of today, most of our successful language programs rely on project financing which is guaranteed for a limited time only with the lion share being contributed by the local government.

Migrants and their organizations need to get involved in the process of integration more strongly. This is because they already carry enormous potentials for the city community, such as intercultural skills. Participation is not just a component of every healthy democratic society, but a necessity to guarantee equal rights and access of all population groups and thus to secure a peaceful and harmonious living together as an international city community. The activities of migrant organizations therefore need to be supported with an approach of empowerment, for example in their attempts to improve their city districts and to offer efficient measures for the professional qualification of young migrants. A valuable tool in this respect are mentor programs: Trained key persons from migrant organizations who are well-known and highly respected by their own groups should act as emotional and professional guides to support the youngsters. They are able to function as bridge builders between the ethnic communities and the various communal services.

The city of Stuttgart welcomes the input from local integration projects and the European exchanges as an important source for the constant improvement and development of our own policy for integration. We share the understanding of integration and integration policy as dynamic processes. Therefore, the city of Stuttgart's department of integration seeks to deepen the exchange of experts from European cities with meetings of a future network of cities which is providing a forum for sharing ideas and work in process to facilitate mutual learning and the development of new approaches towards integration.