



WPI



Berlin Project Center

CUSTOMER RELATIONS MANAGEMENT (CRM) INTEGRATION FOR REFUGEE ASSISTANCE IN BERLIN

Gary Kalmer, Ashton Kittur,
William LaCourse, Michael Tsillas



Give Something Back to Berlin D'24

An Interactive Qualifying Project submitted to the Faculty of Worcester Polytechnic Institute in partial fulfillment of the requirements for the Degree of Bachelor of Science.





Table of Contents

Introduction	1
Background	3
History of the Refugee Crisis	4
The Role of NGOs and Government Involvement	7
What Can the Organizations Do for Refugees	10
Preface to Customer Relationship Management Tools	13
Methods	14
Characterize the origin of GSBTB	17
Review and Reorganize the CRM for Enhanced Functionality	18
Integrating New Metrics into the CRM	19
Educate Employees on Updated CRM Services	20
Expand GSBTB's Social Network	20
Results	21
Preface to our Research	22
The Oppressive History of Assimilation	23
Who is German? Questions of Race and Language	26
The History of Oranienplatz and its Impact	29
The Legislative Response of Germany	33
Organizing the CRM Table on Monday.com	36
Organizing the Fundraising Aspect of Their CRM	37
Integrating Social Media Metrics into the CRM	38
Integrating Website Analytics	38
Educating Employees of GSBTB on the Changes Made Through Documentation	39
Creating a Social Map for Future Connections	39
Recommendations and Conclusions	41
Endnotes	44
Figure Endnotes	49

Acknowledgements

We would like to acknowledge all of the organizations and Individuals who have guided, aided, and assisted our team throughout the IQP process.

Our main contact for our sponsor, Ms. Mine Nang for her assistance with learning more about GSBTB and its community and for her generosity and kindness throughout our project.

Àngela Mora, Christin Bohnke, and Maddalena Tartarini for meeting with us and helping guide our project.

Our advisors Professor Foo and Professor Mardilovich for their continuous support and guidance with our project.

Professor DiMassa for his assistance in learning German culture.



Meet The Team



Figure 1: Pictured from left to right: Ashton Kittur (Head Researcher), Gary Kalmer (Technical Lead), Mine Nang (Co-Director of GSBTB), William LaCourse (Project Manager), Michael Tsillas (Design Lead).

Abstract

In recent times, the refugee and migrant population has skyrocketed in the Federal Republic of Germany. Many have been forcibly displaced from their homes and sought somewhere welcoming and safe. While Germany has established policies to welcome refugees, there are still prevalent issues including language barriers, racism and prejudice, and social marginalization that cause immigrants to feel isolated and unwanted. In the past, immigrants have been pushed towards assimilating however, now activists and organizations are changing those ideals.

Our team researched the history of refugees in Berlin to gain a deeper understanding of why Give Something Back To Berlin (GSBTB) was founded and their development. During the research, the team learned about how refugees were treated before and after the protests at Oranienplatz, which showed the public the struggles facing the refugees causing activists to start speaking up. GSBTB took on the ideals shown in Oranienplatz and created a mission of moving towards an inclusive society with adaptive communities that accept the ever-changing culture integration brings. GSBTB has taken a lot of inspiration from the topics brought up in this report including the support of the welcome culture forming in Germany to form a new vision for an inclusive society in Germany. This includes the racist views many still have against the newcomers of Germany.

Throughout this project, we supported GSBTB and enhanced their mission by organizing their contacts and implementing new features for their customer relation management (CRM) tool on Monday.com. The reorganization opened opportunities for us to adopt new metrics into their CRM, such as social media analytics and surveys. Through the extension CoEfficient, we imported social media data into Google Sheets for easy access. Additionally, we documented our additions in a manual for GSBTB to use in the future. Finally, we created a social map of organizations with descriptions, locations, and website details to foster connections. Overall, our team focused on building infrastructure that will allow GSBTB to continue with its mission: making Berlin a city where all people, regardless of background, will feel valued and welcome.



Introduction

In escalating global tensions, a pressing humanitarian crisis further develops: the world refugee problem. As millions flee conflict and persecution, the international community has compelled the world to respond with both empathy and urgency. As of 2021, there were over 82.4 million people forcibly displaced worldwide, including 26.4 million refugees. This marks the highest number ever recorded by the United Nations Refugee Agency (UNHCR, 2021). On average, refugees spend nearly two decades in displacement, highlighting the long-term nature of many refugee crises. Half of the world's refugees are children under the age of 18, facing significant challenges in accessing education, healthcare, and protection. An estimated 3.9 million people globally are stateless, lacking any nationality, and often facing barriers to accessing basic rights and services. Unfortunately, many of the refugees including the children are faced with plenty of xenophobia and discrimination when coming into a new country. This has left many of the migrants feeling unwanted in their new community and leads to a feeling of hopelessness.

Resonating within The Federal Republic of Germany is the long-term effects of the refugee crisis, leading to social, economic, and demographic transformations in the country. The influx of refugees has been compared to a second turning point similar to German reunification, with far-reaching political, economic, and social restructuring expected to unfold over decades (Vertovec, 2015). Additionally, Germany's effort to systematically integrate its refugee population showcases a massive undertaking by the government and civil society to absorb and integrate refugees into society (Hindy, 2019). The integration of refugees into the labor market and society poses significant challenges but also offers opportunities for economic growth and societal benefits.



Figure 2: Hands fostering growth of the world.

Non-government organizations (NGOs) focused on aiding refugees, migrants, and newcomers showcase a shift toward a community-driven assistance. NGOs in Germany provide a wide range of support services to refugees, including housing assistance, legal aid, language classes, medical care, psychosocial support, and educational programs. While each organization tackles a specific aspect of the challenge, their collective efforts are what will overcome this crisis. This strategy has helped Germany become a centralized location for refugees and aided so many in need across Western Europe and Eastern Asia.

After the Syrian refugee crisis, the NGOs in Germany knew they needed to do more to combat the influx of applicants. During the span of this crisis, there were on average 200,000 applicants each year, peaking at 890,000 in 2015 (Kanas et al., 2023). These applicants amounted to approximately 1.225 million refugees entering Germany during this crisis, so NGOs began lobbying the government for more aid during these trying times. One of the crucial aspects of the organizations is the partnership - when in need - the activities, assistance, and help are based voluntarily and can be financed by public authorities (Uifalean, 2015). This includes reduced vulnerability and higher incomes for refugees, improved labor market outcomes for natives, and positive fiscal effects for host governments (OECD, 2017).

Our team's mission is to enhance event management, secure sustainable funding, and foster long-term organizational growth and impact through the implementation of a CRM tool, ensuring Give Something Back to Berlin's (GSBTB) continuous effective service to the community. We will be learning more about the topic of the refugee influx to create a better understanding of our sponsor's origin through analytical and historical research. Once the team has an understanding established we will begin updating the CRM and educating GSBTB on the changes made. This can be done with interviews along with network and institutional analysis. Finally, the group will use a combination of analytical research and social mapping to deliver suggestions for stronger connections and networking opportunities to other organizations in the Berlin area to support the growing organization of GSBTB. This approach will allow the group to gather relevant data and find future connections, both of which are essential for the success of GSBTB's mission.



Figure 3: Mural located in the GSBTB workshop space

Background



Figure 4: The Open Heart Space is an opportunity for people of all backgrounds to come together, talk about their experiences, and participate in crafts.



History of the Refugee Crisis in Europe

After the events of World War II, Europe was left in terrible condition. Many communities and families were displaced from the war, their homes were reduced to rubble, and by 1950, over 2 million international refugees were seeking a new home. At this time, there was very little infrastructure for countries to help displaced people, so the United Nations came together to help support the cause. The United Nations High Commissioner for Refugees (UNHCR) was founded by Western governments to combat the ongoing refugee crisis in Europe. (UNHCR. 2023). The first High Commissioner, Gerrit van Heuven Goedhart, obtained the ability to raise his funding, and with a generous grant from the Ford Foundation, The UNHCR could help support the refugee crisis in Western Berlin.

The refugee and displaced people crisis has only grown in concern since the post-World War period. Germany has transitioned from a country in desperate need of aid due to its refugee crisis to a self-sustainable government that offers its resources to help relocate people in need.

In 2015, The amount of refugees and asylum seekers in Europe rose due to many factors. This consisted of mostly Syrians, Iraqis, Libyans, Afghans, and Eritreans fleeing their countries due to war, ethnic-related conflicts, political disruption, or economic hardships (Trines, 2019). At this point, conflict in the Middle East was at a recent high due to several interrelated wars.

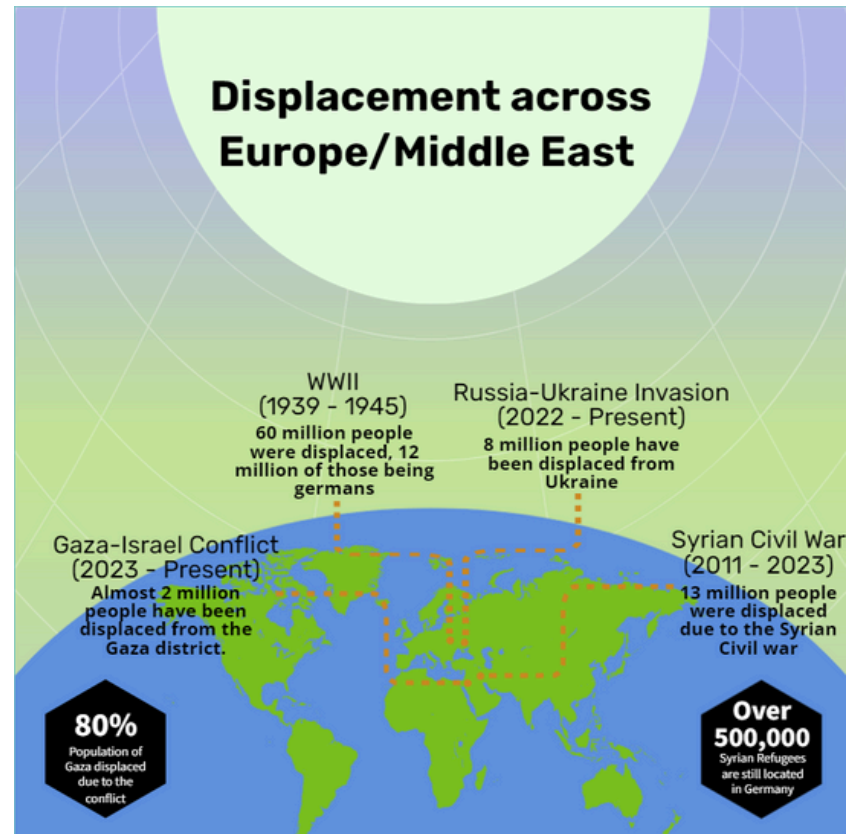


Figure 5: Statistics on displacement of Refugees and Asylum Seekers.

The Syrian Civil War, the Libyan Civil War, and the war in Iraq were all evolving, which led to people rapidly fleeing to Europe for safety. Countries such as Greece and Italy were seeing many immigrants due to being frontline states. Hungary and Croatia also saw a lot of traffic due to being transit countries, and wealthy countries like Germany welcomed many new refugees due to being the most desirable for these displaced people. (Trines, 2019)

Chancellor Angela Merkel's efforts were a significant reason why Germany became such a popular destination for immigrants. Merkel served in office from 2005 to 2021 and was Germany's first female chancellor. Many refer to her as "The leader of the free world" due to her humanitarian and refugee efforts. In 2015, Merkel declared open borders for all refugees and asylum seekers. Many people had their doubts about Merkel. She faced a lot of criticism and backlash from media sources, saying that allowing this immigration was a mistake. However, Merkel had great confidence in Germany. When asked about how Germany will handle so much immigration at a press conference in Berlin, Merkel responded with: "I put it simply, Germany is a strong country...The motive with which we approach these matters must be: we have already managed so much, we'll manage this"(Merkel, 2015). Her iconic phrase "*Wir schaffen das*", meaning "we can handle this", was echoed throughout the country, and she acted as an important leader in guiding Germany through accepting displaced people into German society. Merkel went on to receive the 2022 UNHCR Nansen Refugee Award, recognizing her dedicated efforts to make Germany a welcoming place for refugees.

"I put it simply, Germany is a strong country.. The motive with which we approach these matters must be: we have already managed so much, we'll manage this"



Figure 6: Photo of Angela Merkel

Angela Merkel
Chancellor of Germany (2005-2021)

Despite Germany's efforts to welcome and integrate those seeking asylum, refugee discrimination has been a major social issue. Refugees have reported facing discrimination in work life, the housing market, and access to goods and services. Almost nine of ten interviewed contact points and counseling centers stated that refugees directly reported on their experiences of discrimination during the conversation. Some locals believe that the refugees and asylum seekers will be stealing jobs from German natives, while others argue that they have not done enough for their country to deserve this protection. Xenophobia continues to be a pressing issue in Germany today, and it is especially difficult for refugees to stand up for themselves. Many of these people don't know German and lack any financial stability.

The rise of a newer political party, the Alternative for Germany (AfD), is also making waves in Germany. Established in 2013, the AfD has quickly gained prominence. This organization is known for being extremely far-right and is against current immigration policies. Robert Habeck, the current Vice Chancellor of Germany, warns that the AfD will turn Germany into an authoritarian state similar to Russia, and believes that the AfD is a threat to democracy. (Connolly, 2024). Recent polling in 2024 has placed the AfD as the second most popular party in Germany at an astounding 20%, far above the 10.3% of the vote it won during the last federal election in 2021. (Connolly, 2024).



Figure 7: Refugees facing away



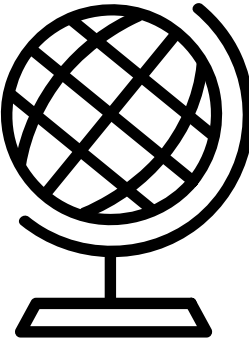


To this day, the surge in immigration remains a pressing concern in Europe; the global rate for displaced people, refugees, and asylum seekers has increased even more in recent times, reaching its peak in 2022 with 2.67 million immigrants coming to Germany in that year alone (Karnitschnig, 2023). This statistic has over doubled in just one year, with only 1.32 million immigrants in 2021. While this dramatic change may be related to the COVID-19 pandemic, this is still a record-high year for immigration into Germany. The infrastructure for hosting many refugees has been put into place, but with the dramatic growth of displaced people and immigrants, wealthy countries like Germany that are ideal for refugees to relocate to may need to develop new strategies to host this influx.

The Role of NGOs and Government Involvement

In the years 2014-2016, Germany and many other European countries saw their refugee and migrant populations skyrocket due to conflicts between nations close to them. The war in Syria has been one main driving force behind the sudden climb in refugees since many of them have sought asylum in European countries. Between 2014 and 2015 there was a 155% increase in German asylum applications alone, also caused by the height of the war and displacement (BAMF, & bpb. 2023). These refugees all mainly flocked from the countries bordering Syria, namely Turkey, Lebanon, and Jordan. Subsequently, this also marks the height of the formation of NGOs within Germany.

DEMOGRAPHICS OF REFUGEES ENTERING GERMANY 2023



SYRIAN REFUGEES



OTHER MIDDLE EASTERN REFUGEES



TURKISH REFUGEES



OTHER/UNRESOLVED ASYLUM APPLICANTS

The establishment of these NGOs would go on to be very important for the future as well. The more established organizations there were, the more people could be served, and the more reliable the services would be (Statista, 2023).

The influx of immigrants and refugees has unequivocally highlighted the government's profound struggles in facilitating their adaptation to new communities. Consequently, many non-government organizations began to form to assist the refugees and migrants in need (Johnson, Bruno 2022). Before the twenty-first century, only larger groups such as the aforementioned UNHCR were around to help the government with the needs of the refugees. The issue with those organizations, however, was that their focus only looked at the big picture. Issues such as integration, job security, and mental health fell mostly by the wayside. Organizations such as Give Something Back to Berlin and PRO ASYL emerged and fought the problems in the place of the government. In Germany, NGOs played a significantly larger role in the lives of refugees compared to many other countries, thanks to the government's hands-off approach, granting them greater autonomy over the services they provide, provided they comply with relevant laws and regulations.

Creating trust in the community was a tough point that had to be covered as well. German people are not known to be very receptive to outside people and are often thought of as xenophobic (Trines, 2019).

Many Germans thought of the refugees as “fugitives” instead, a mixup that brought many misconceptions about the refugee population. Misconceptions like this fueled native German groups to fight against the intake of refugees, making it even more difficult for them to fit in. This is where the word “crisis” took precedence in the community. Frustration continues to grow with the public in Germany as well. In an article about this issue, Sabine Kinkartz writes, “Some 73% of respondents to the Infratest survey believe that the distribution of refugees in Germany is functioning poorly, while 78% say the integration of refugees into society and the labor market is not working well, and 80% agree that authorities are failing to carry out deportations of rejected asylum seekers” (Kinkartz, S. 2023).



The political uprising sparked by the war in Europe led to intensified debates regarding refugee rights and asylum, prompting NGOs to employ various strategies, including lobbying government officials and leveraging social media, to advocate for increased aid and support. People began to question the overall rights of the refugees and whether they deserved asylum in the countries that they fled to (Armbruster, 2023). NGOs usually had to lobby governments for additional aid, as their foreign policies were not built to handle the influx of immigrants that was unforeseen at the time. They employed multiple strategies to lobby government officials. Most often they used in-person meetings to request the funds from them. When this method didn't work, they turned to social media. At the time, social media was a growing platform for promoting change. Through the growing medium, the public could also get involved, putting extra pressure on the government to take action and provide the aid that the refugees needed.

Another important point to raise is the sense of community itself. In many cases, multiple NGOs would open up in the same area and offer different services to the people. With the common goal of helping the displaced people in mind, NGOs themselves had to learn to work together so that they could both help each other and not step on other organizations' toes. Returning to the refugee crisis, some organizations formed coalitions to work together in getting aid from the government. Using their leverage and influence together, they were able to effectively work together and gain backing from the public to support the refugees. This showed that by working together with each other, they can fight against the needs that the refugees face, as well as any prejudice within the community.

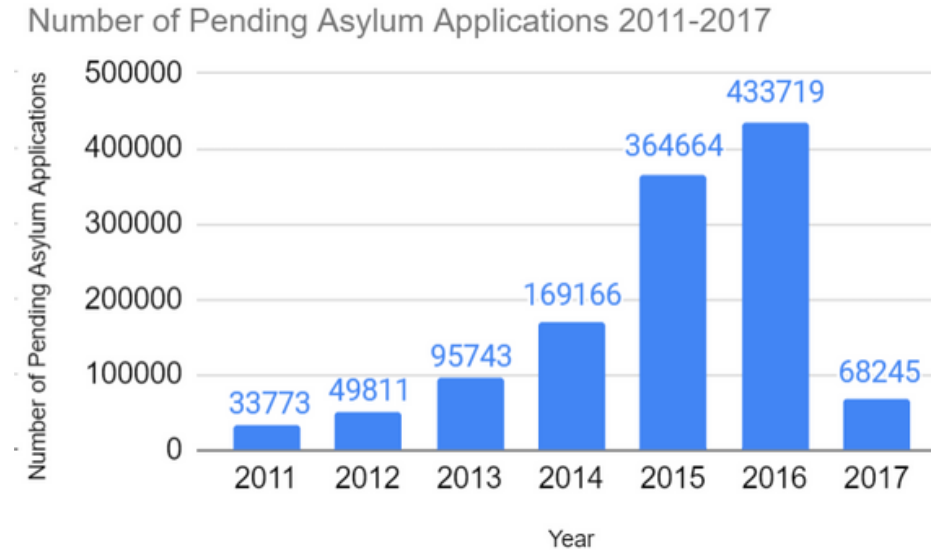


Figure 8: Number of Pending Asylum Applications From 2009-2023.

What Can the Organizations Do for Refugees

NGOs aim to help refugees in any way they can, this includes finding shelter, women and children aid as well as helping with the language barrier and mental health. Germany has welcomed over one million refugees since 2015, mainly from countries like Syria, Iraq, and Afghanistan, who are fleeing violence and conflict (Trines, 2019). The increased number of asylum seekers has increased the pressure on facilities trying to accommodate them. This is causing a strain on resources and space that are available for these newcomers. Some local facilities are struggling to meet this new increased demand sparking concerns for the strength of these services. A “moving out crisis” is only making things worse as refugees who arrived in Germany in 2015 and 2016 now cannot find any permanent housing to move out of these provided housing areas. This is particularly evident in places where housing options are limited (Kinkartz, 2023). Housing organizations like Helfende Wände are trying to challenge this crisis by assisting refugees in connecting with housing providers and matching them with temporary housing to get them “moved out” (Helfende, 2024). Plenty of other NGOs are joining in on this initiative trying to allow Germany to continue to house as many newcomers as possible.



Figure 9: Ukrainian refugees queue for food in the welcome area after their arrival at the main train station in Berlin, Germany



There are NGOs required to prioritize the support of women and children's aid because of the added vulnerability from violence and exploitation in their home country. When escaping and reaching a safer country like Germany they can also be met with extra unexpected challenges that are not accounted for originally. Projects like the MiMi Violence Prevention Project were created to look out for the new women and children affected by this violence. They want to equip them with the knowledge and strength of their rights and show available protection options (MiMi, 2024). Undocumented women and their children can encounter some extra obstacles in accessing shelters and support services as some require documents to be shown so they can help. This makes it even more prevalent that there should be tailored support services addressing their needs. The importance of gender-sensitive services addressing specific health and psychosocial needs has also been brought to society's attention. Initiatives like the Mother and Child Center provide specialized care for pregnant women, postpartum refugees, and infants under one year old. This group is considered among the most vulnerable of individuals in displaced populations (Mother and Child, 2024).

Another top priority for NGOs in Berlin would be finding employment for refugees in their community. When refugees first enter Germany they cannot enter the job market, however, there are programs in place to support them still. The Global Compact on Refugees shows the importance of refugee self-reliance when trying to integrate into society. This can include having their living situation, and their professional community. Civil organizations play a role in this type of integration through initiatives like mentoring programs that partner refugees with a “long-time member” and assistance with job applications (Global Compact on Refugees, 2024). Plenty of volunteers in Germany are also participating in these programs as well as organizing language classes and offering guidance through the daily challenges refugees face when first integrating into Germany. NGOs in this market can help both with the economic stability of newcomers but also helps their social integration through connections made in their programs.



Figure 10: Aid workers are active worldwide.

Refugees and newcomers often face an overwhelming amount of mental health problems when entering a new country. There is a multitude of challenges that come with escaping your home country and this takes a mental toll on anyone who endures it. With this, comes difficulties adjusting to their new life and a new culture they are being thrown into while navigating the asylum process. Conditions like PTSD are very prevalent in these communities and without much care designed for them, counseling services are vital in addressing their well-being. (WHO, 2023). NGOs in this department are focused on helping refugees navigate past traumas and cope with displacement. This support can both help their overall mental health but also help them create a new, positive mindset for integrating into their newfound community.

Give Something Back to Berlin and other social NGOs in Berlin organize events to help foster connections and the growth of the new community into German society. These events are created to encourage positive social interaction, facilitate cultural exchange, and forge new connections or friendships between refugees and residents. Sharing each other's culture and learning from one another is a mission goal that GSBTB and organizations alike share. Through their community gatherings and social events these NGOs create a platform for refugees to interact with their surrounding community (GSBTB, 2024). Additionally, plenty of efforts are toward strengthening refugee support networks to help with the integration. Now, with technological advancements, it is easier for NGOs to contact and connect making their impact even more powerful.



Figure 11: Events such as the Open Music lab bring the community together through music



Preface to Customer Relationship Management Tools

Navigating the intricacies of modern data and technical infrastructure poses significant challenges, particularly for organizations with non-tech-focused agendas and limited resources. In an era where data is paramount, relying on traditional methods of data management, like Microsoft Excel, is no longer sufficient. The ever-evolving digital landscape demands more sophisticated solutions to ensure data security and compliance (Brown, 2000). However, for many organizations, especially those operating within constrained budgets or lacking in-house technical expertise, implementing and maintaining such solutions can be daunting. This conundrum leaves them vulnerable to security breaches, compliance lapses, and inefficiencies in data management processes. As the volume and complexity of data continue to grow, the need for accessible, scalable, and secure data infrastructure becomes increasingly apparent. Without adequate measures, organizations risk falling behind in their ability to harness the full potential of data for informed decision-making and sustainable growth.

Organizations can centralize and streamline their interactions with stakeholders by implementing a CRM solution, including refugees, volunteers, donors, and other community members. The ability to track and manage relationships, communications, and activities in a centralized platform enables organizations to better understand and respond to the needs of their constituents (Brown, 2000). Moreover, CRM tools facilitate collaboration and coordination among team members, ensuring that information is accessible and actionable across departments and functions.

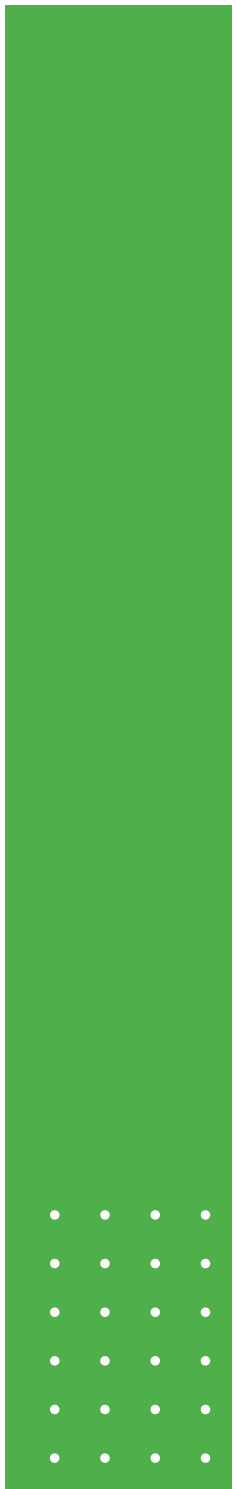


Figure 12: Brainstorming with CRMs

Methods



Figure 13: The Open Language Cafe is an opportunity for anyone to practice their language skills in English, German, or Arabic. Skill levels vary from novice to advanced.



Give Something Back to Berlin (GSBTB) is a dynamic and community-driven organization dedicated to fostering inclusivity, integration, and social change in Berlin. Since its founding, GSBTB has been at the forefront of empowering newcomers and locals through innovative projects, events, and initiatives that bridge the cultures of Berlin and promote mutual understanding. GSBTB brings people together from diverse backgrounds, creating inclusive spaces where everyone can share, learn, and build a stronger, more vibrant community through collaboration and social events.

For a decade this organization has been able to provide safe spaces for their community to enjoy. With a growing number of refugees seeking assistance, the demands on their organization, which consists of around 10 staff members, are becoming increasingly challenging to manage. GSBTB relies heavily on volunteer work and donations, but to identify necessary reinforcements, the organization requires a stable source and storage of information. The organization needs a CRM tool that is both effective and one that can be run by such a small group of people. Please refer to Appendix B for more information about the sponsor.

The team aims to develop an understanding of the origin of Give Something Back to Berlin and help optimize their CRM tool to ensure their long-term effectiveness in serving the community. This will be accomplished through a series of objectives:

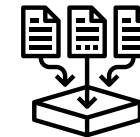
Objective 1: Characterize the Origin of Give Something Back to Berlin



Objective 2: Review and Reorganize the CRM for Enhanced Functionality



Objective 3: Integrating New Metrics into the CRM



Objective 4: Educate Employees on Updated CRM Services



Objective 5: Expand GSBTB's Social Network



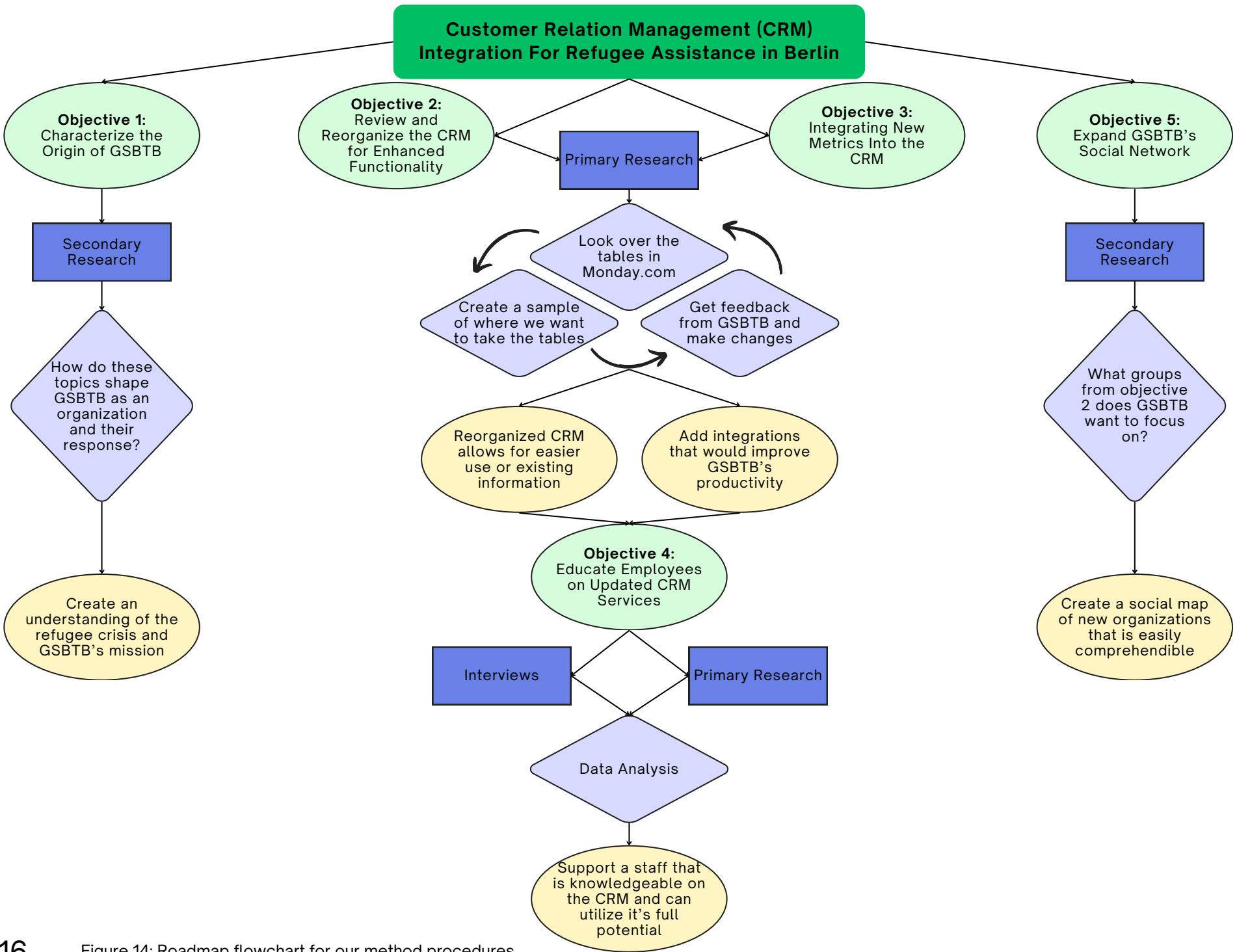


Figure 14: Roadmap flowchart for our method procedures

Objective 1: Characterize the Origin of Give Something Back to Berlin

To learn more about what inspired Give Something Back to Berlin to make change, our team needed to conduct some research on important topics. After discussing this with Co-Director Mine Nang, She encouraged us to focus on three signature topics: The events that took place in Oranienplatz, the debate between “Integration vs Assimilation”, and the negative connotation of the German phrase “*rasse*”. By conducting this research, we improved our understanding of the refugee crisis in Germany. The research first started on the WPI Gordon Library database using keywords like “Oranienplatz”, “Assimilation and Integration”, and “Negative Connotation of *Rasse*” which was then just broadened to “*Rasse*” on Google Scholar.



Figure 15: The image above depicts the refugee camp located in Oranienplatz

These articles however were very scientific and did not tell a story the way the team or Ms. Nang wanted. She recommended we focus more on personal accounts, so the team took to online research to look for “Personal Accounts of Oranienplatz” and “Journals from Immigrants/Refugees in Germany”. Finding more personal accounts on the term “*rasse*” was harder due to it being so rarely talked about, so the team read through the scientific papers to see if we could narrow our search into more specific topics about “*rasse*”. This included the conversation of ethnicity and nationality as well as the historical context of this term.

These events and stories resonated with the group after talking with Ms. Nang. Her adept handling of these discussions served as a powerful reminder to the group of the core principles that inspired the founding of GSBTB. To perform our objectives to the best of our ability, we want to know what fuels GSBTB to work so hard on fostering its welcoming community. The end goal of this objective is to have information on the background of the crisis before GSBTB and learn more about why they needed to start doing the amazing work they do for both citizens and refugees in Berlin.

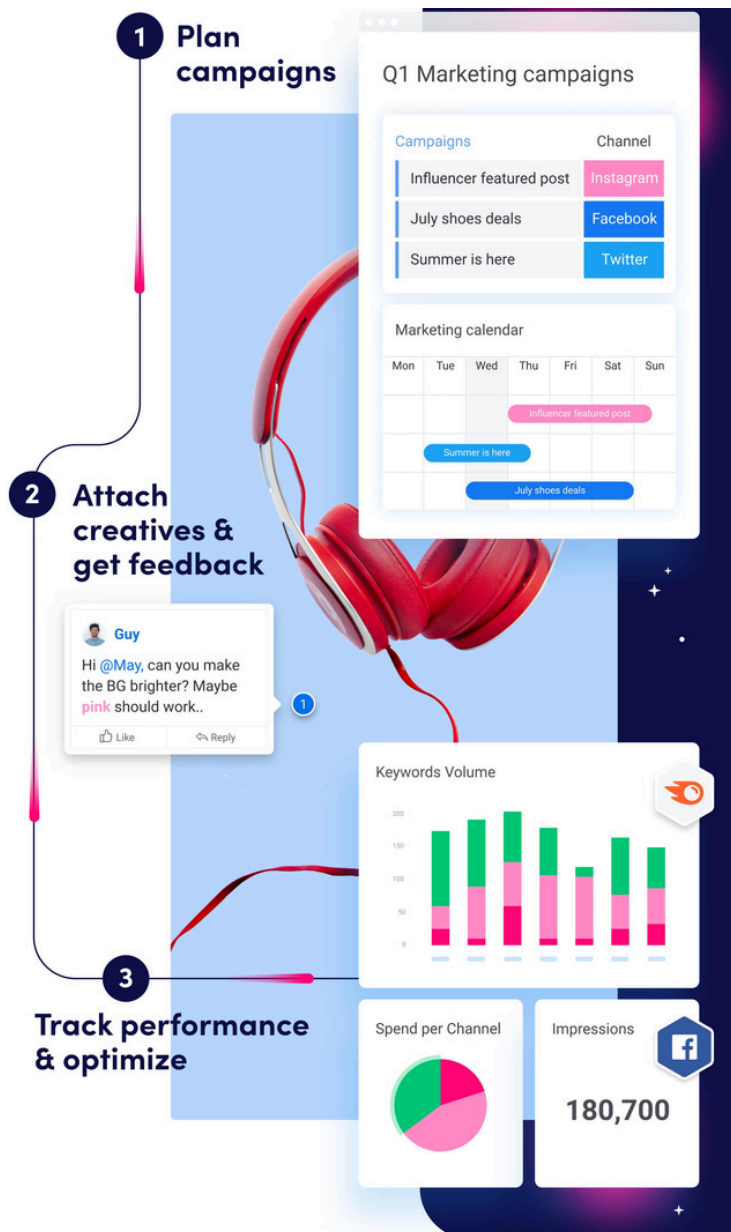


Figure 16: Monday.com Infographic

Objective 2: Characterize the Origin of Give Something Back to Berlin

Give Something Back to Berlin currently uses the CRM “Monday.com” for some basic organizational purposes with their contacts. However, their tool consists of one lengthy and outdated table that was currently serving no use to them. The table consists of nearly 250 organizations, companies, and foundations of all different backgrounds. To narrow down and organize the table, the team researched each of these organizations, companies, and foundations. This research was conducted through internet searches of the organizations listed in the original table posted on Monday.com. We then wrote brief descriptions limited to one to two sentences on each organization and how they fit into GSBTB’s network. By doing this research, the group learned more about what connections are needed for GSBTB as well as any other standout organizations that have been lost in the mass of names in the table.

NGOs must maintain good relationships with past donors and grant organizations. By organizing the current fundraising metrics in place and implementing important metrics such as due dates and ranges GSBTB will have a neat and easy-to-use way to uphold those relationships. Another mechanism to keep this metric running smoothly would be the use of reminders of closing due dates or renewals of any grants. The group set up automations to remind GSBTB to do as such.



Objective 3: Integrating New Metrics into the CRM

Engagement is crucial for building strong relationships with customers and fostering brand loyalty. Social media platforms offer a direct and immediate channel for organizations to engage with their audience in real-time (Harrigan, Miles, 2020). The integration of social media metrics into a CRM allows companies and organizations to interact with their audience more effectively. The strategies and methods the group used to incorporate this essential section of the CRM were mostly through social media analysis. In the broad sense of social media, there are so many different components to what makes each part of social media work. The team broke down this large network into many different components such as entertainment, professional, ...etc, and was able to take this large scope and divide it into manageable sections.

Social media analysis allows the team to look at social media in more targetable groups. With social media expanding every day, it was known that Give Something Back to Berlin does not need every part of social media into their CRM, so this was split up into categories the team and GSBTB think they would need in the future. The group performed this by relying on separating the data retrieved from social media based on professional, entertainment, and communication levels.

By understanding the different segments within their social media, companies can tailor their social media content, messaging, and engagement strategies to resonate with specific groups effectively (Dolnicar, Grün & Leisch, 2018). At the most general level, this analysis allows the organization to review or make an overall assessment of their present, and what they need to do for the future. For the team and GSBTB, we used social media analysis to make more approachable groups under the overall objective.

To improve the CRM service, the group primarily concentrated our efforts on the entertainment levels of social media through Instagram. Through data analysis, the team conducted research on their social media. This completed analysis of their website and the implementation of this into Monday.com will be valuable information for GSBTB to use in the future.

GSBTB has also begun to use surveys to collect information from the people who follow them, using surveys in several different languages. Using Monday.com, the information from all the surveys can be stored in one place and organized into a manageable and easy-to-use table.



Objective 4: Educate Employees on Updated CRM Services

After we reorganized and updated GSBTB's CRM with new features, we wanted to make sure that they understood the changes we had made and how to use the CRM to the highest level of efficiency. Our team was mindful to anticipate any questions that might arise from the changes that we made. We accomplished this by meeting with various members of the GSBTB staff and discussed with them how our changes will influence their processes. We also created a simple and easy-to-comprehend manual/guide on how to use the more technical additions we made, such as the social media integration, fundraising metrics, and the organization of their survey data. This manual/guide includes helpful screenshots and simple language to make it easy to use for anyone who is a current member or will be a future member of GSBTB. We shared this manual with Co-Director Mine Nang and other relevant positions at GSBTB such as their social media manager and fundraising manager to make sure it is clear and effective.

Objective 5: Characterize the Origin of Give Something Back to Berlin

GSBTB recognizes that it is important to direct refugees who need specific aid to other organizations. To help them with this, GSBTB asked us to research organizations that properly fit their criteria and to create a social network of these viable organizations.

Refugee services that we considered include counseling, medical help, women and children help, job coaching and support, translation support, non-government language classes, and shelters. We also researched and noted organizations that can serve as emergency contacts that are not affiliated with the police, since some refugees may feel unsettled with the police and may prefer cooperating with a specialized emergency line.

Our methods for this objective included secondary research and social mapping. We conducted secondary research through online web browsing and took inspiration from our research from objective one, where we researched keywords and organizations. Our secondary research allowed us to thoroughly understand each organization and provide an initial report by collecting data from their website and any reports made accessible to our team.

This mapping process involved categorizing each resource based on what they provide, after guidance from Co-Director Mine Nang the main categories mapped were the same as mentioned above. Understanding their roles and the services in the scope of their specific aid was also a useful part of this step, focusing on quality over quantity. Our deliverable for this is in the form of an interactive map that will show the location of each organization, when clicking on a certain icon the summary, contact, and exact address will be included in the description of each organization. This can be used as a suggestion to GSBTB to see, based on location and services, if they want to develop a relationship. This map is separate from the more simplified CRM tool and provides more detailed descriptions of new possible connections.



Results



Figure 17: The Open Kitchen is an opportunity to discover, make, and taste new dishes from across the world. Anyone is welcome



Preface to our Research

After weeks of working with Give Something Back to Berlin, it is clear to see that everyone working with this organization has a clear goal. They want to integrate all refugees and immigrants into society to ensure they can work in harmony. Going to the social kitchen brings everyone together to share food and recipes. Events like the Nowruz celebration see everyone celebrating together, no matter where you come from. Finally, sharing music from the open music night was inspirational to see.



Figure 18: people enjoying a GSBTB event hosted on their rooftop space

The purpose of this first objective was to get a better understanding of the refugee crisis in the eyes of the refugees entering the country. With this came a new understanding of why GSBTB joined in on advocacy for refugee rights. The events and concepts discussed in this section have heavily impacted the work of GSBTB—it is embedded in their thinking and working. They want to find innovative ways to make a difference in their community and continue to challenge the notions that have been present in the past. Their mission is to foster a community that accepts and adapts to change. Their association will support the integration of newcomers into the society of Germany and will confront the notions of assimilative thinking.



Figure 19: anyone is encouraged to perform at at GSBTB's open music nights. Pictured here is our team member Ashton playing with the bass group.



The Oppressive History of Assimilation

Assimilation has been the dominant model for immigrants and refugees entering Germany. Many newcomers have felt their culture being stripped away from them by the German population, feeling forced to adopt the mainstream culture and drown out their own identity. When asked about if German traditions and values are an important part of integrating into German society, 21% of immigrants said “not at all” while the remaining 79% of immigrants agreed that adopting German values and traditions is essential for considering themselves a part of German society. (Hansen, Olsen, 2023). The question posed to the immigrants is phrased on how to “integrate” into society; however, integration should be a combination of adopting both German values and retaining your own. Having a majority of immigrants say that they need to change their values to fit in falls very close to the category of assimilation.

In 1964, Milton Gordon, an American professor of sociology, developed a model about the coming together of two cultures and the ultimate assimilation of the minority culture, calling it his “Seven Steps to Assimilation” (Houtkamp 2015).

1. Cultural Assimilation (Acculturation)
2. Structural assimilation
3. Marital assimilation
4. Identification assimilation
5. Attitude reception assimilation
6. Behavior reception
7. Civic assimilation

In his paper, he states assimilation is inevitable over time and all minority groups will gradually go through these seven stages. Gordon was one of the first to emphasize culture in terms of assimilation with lots of backlash from scholars saying it is not that simple. It can all depend on the strength of the culture of the newcomers coming in versus the strength of the existing culture. Furthermore, the environment they are coming into can affect the outcome of how the societies mesh together. An example of this is if there were an artistic boom or a technological advancement of some kind could affect how the two cultures combine. Scholars like J.W Berry bring up the fact that even acculturation can be broken up into 4 different types based on the cultural clashes that take place (Houtkamp 2015)

1. Assimilation: the host culture does not adapt and the minority culture is forced to fully conform
2. Separation: the minority only associates with their own culture
3. Marginalization: when new arrivals deny both their own culture and other cultural groups
4. Integration: valuing both their cultural heritage but wanting to get into contact with other groups

Berry continues to argue that if multiple strong cultures come together and clash, there is a possibility that an entirely new culture would form. This new culture would be a perfect mesh of the two cultures through social negotiations. The main dispute in Berry’s writing comes from his thoughts of the minority groups having the individual right to “choose” which acculturation strategy is best (Berry 1980 and Houtkamp 2015).

In other words, Berry implies that the dominant society does not influence the development of acculturation. Even saying “Integration yielded the ‘best’ results: those who opted for this strategy suffered the least from acculturative stress” (Berry, 2006). This means that the minority culture should always “opt-in” to integrating and he is confused as to why they would “choose” otherwise. In practice, these options are quite limited and more often than not are dominated by the majority culture. Some even say it is “impossible” for newcomers to become a part of certain societies (Houtkamp 2015). While this belief can reflect various reasons, the main reason is the contemporary racism that faces more refugees entering a new country. An example of this is that only non-white people are considered migrants no matter their true background and experiences before entering Germany (Juang, et al., 2021).

White people, on the other hand, are not considered migrants or refugees even if they are newcomers to Germany.

Other scholars have gone on to develop many other models relating to minority and majority cultures. Ultimately, they have sought to figure out why some societies assimilate while others can integrate. Even today, the definition of assimilation and integration slowly becoming the same. “If we look at www.thesaurus.com—one of the biggest online English synonym dictionaries— ‘integration’ yields as its first result ‘assimilation’. In other words: the website treats integration and assimilation as synonyms” (Houtkamp, 2015) Scholars are trying to shift the wording into inclusion to try and make the impossibility of it all a little more possible. Inclusion shows that no matter who you are, everyone is now included in this new society.

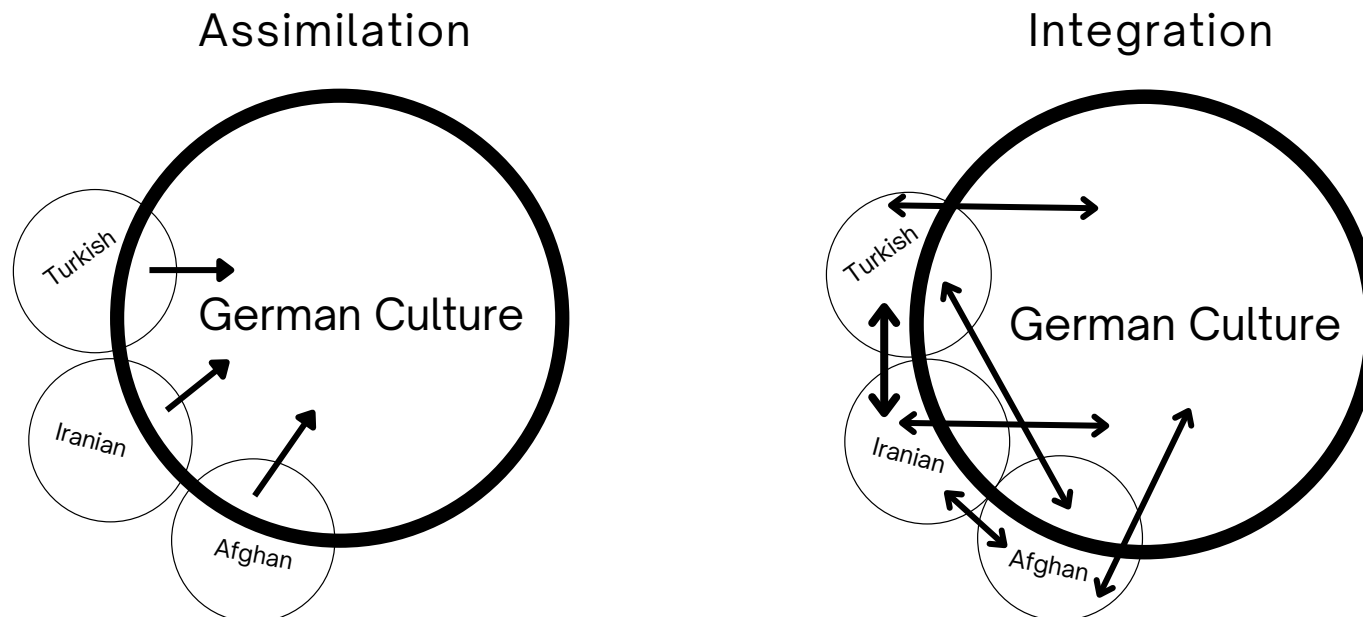


Figure 20: Diagram showing how assimilation works versus integration



This was prevalent in Germany, many of the refugees and immigrants were starting to be pushed toward assimilation rather than integration. There were German culture classes that newcomers were encouraged to go to (Gesley, 2016). There is even a law in place saying that German needs to be the first language you learn. (Cilic, Sial, 2024) Many refugees seeking asylum just need to escape and start a new life, however, for those applying in Germany, the struggle only continued to grow. Napuli Paul Langa was a refugee who escaped Sudan after being tortured for 4 days because of her political activism. Reflecting on her experience, she said it felt like a trap as she lost all of her dignity and most importantly her rights when she came to Germany (Langa, 2015). The trap she describes only scratches the surface of the turmoil that was daily life as a refugee in Germany.



Figure 21: Meho Travljanin, talking about his adversity entering Germany

What separates the migrants from the refugees was overall resources and conditions. The isolation and uncleanliness of the living conditions that faced asylum applicants were unique to refugees (PR, 2024). The Bosnian refugees coming from the war that displaced millions have now been in Germany for three decades and know that acceptance is a “long and arduous process” (Cilic, Sial, 2024). In Germany, the term “*duldung*” meaning tolerance is used as the official name for the refugees’ visa. This is not a valid residence permit and must be renewed every 6 months, causing lots of stress for refugees. Both physically with living conditions and socially in society, refugees have been treated much worse than immigrants, and yet, some are still grateful they are just safe (Cilic, Sial, 2024). Refugees have always been considered temporary and because of this have lost a lot of rights that immigrants have when they migrate into Germany.

Immigrants are allowed to access the labor market almost as soon as they enter Germany, so long as they have applied and gotten a valid visa in their country of origin including embassies. Unlike refugees, they are able to immediately provide for their families and get a stable living situation upon entering Germany (Federal Ministry of the Interior and Community, 2024). With this, comes the social integration of being able to make friends in the community and not feel as isolated. However, no matter if you are a refugee or an immigrant, trying to integrate into German society takes a lot more than just adopting some of their traditions. GSBTB is trying to change the notions and thoughts of German society in an attempt to redefine what it means to be German.

Who is German? Questions of Race And Language

The concept of who is truly German remains heavily tied to ethnicity and ancestry in the public eye, although citizenship laws have become more inclusive over time. Even third-generation immigrants do not feel welcome because most of Germany does not accept them as part of their society. Traditionally the main racial divide was from the immigrants who came from other countries in the 1970s and 1980s (PR, 2024). Now, their kids and grandkids born in Germany are not considered German in the public eye, and they do not feel “nationally” German either. However, talking about these subjects tends to make most Germans feel uncomfortable. Many scholars have avoided the term “*rasse*” (Juang et al., 2021), and when they do have to use the term it will be put in quotations. This is a standard we will follow to ensure there is no offense taken or implied in our report.

Throughout Europe and especially in Germany, the official use of the term “*rasse*” to refer to people was widely condemned after World War II. “In the German context, ‘German racism’, and therefore German “*rasse*”, is considered a vicious exceptional phenomenon that is incomparable to any other racial formation” (Barskanmaz, 2018). Even in this report, a term that should translate to race has now taken on the meaning of racism. This type of racism is brought up to be “incomparable” to any other kind.

The Nazi regime used the “Aryan race” as a way to define who should be considered part of “their society”, while it unfairly condemned people of African, Jewish, and Roma descent (United States Holocaust Memorial Museum, 2020). In 1935, the Nuremberg Race Laws were then passed and the negative connotation of “*rasse*” grew exponentially. According to the Nazi terminology, people of African, Jewish, and Roma descent were not considered European. During the time of the Nazi regime it was forbidden for these groups to become German citizens or to engage in sexual relations with or marry people of “German blood” (United States Holocaust Memorial Museum, 2020). The intense racism expressed in these documents has continued to shape the mind of how “*rasse*” is talked about today.



Figure 22: Refugees Talking

Nazi-era racial ideologies have led to challenges in translating this term from English to German in recent history. This has also caused issues in discussing the issues of racism and identity in Germany. Socially the term can be associated to a biological definition. For example, when talking about “dog breeds” Germans will use the term “*hund rasse*”. Culturally the term can be used in a derogatory manner, turning many away from using it at all. The German Constitution's Article 3, which prohibits discrimination based on various factors including “*rasse*”, has sparked debates about the appropriateness of the term and its connotations. Critics argue that “*rasse*,” with its scientific and biological undertones reminiscent of Nazi racial ideology, is outdated and inappropriate for modern usage (Reuß, 2020). Professor Lipphardt, who studies forensics and genetic classification in history, advocates for a shift towards terms like *aussehen* (appearance) to reflect the understanding of human diversity. However, there is a part of the concept of race that does not involve someone's appearance and which relates to culture and the upbringing that people with them in their heritage. While this may be a better word in terms of trying to avoid any negative connotation, “*rasse*” involves everything about the culture (PR, 2024). Overall, it may be better to leave the term “*rasse*” in the constitution despite the negative background to make sure nothing of the concept is lost.

Despite its intended neutrality as a replacement for the term race, *ethine* (ethnicity) in German culture has quickly adopted the same prejudiced connotations (Rath, 2021).

As a result of this idea, individuals are now also classified according to their “migration background.” This label includes those who have migrated themselves or have a parent, grandparent, great-grandparent, ... etc who has. Even with an immigration background, individuals who are perceived as “white” are not usually referred to as having a migration background in everyday language (Juang et al., 2021). For most Germans, their historical records begin in the 20th century and it can be hard to find documents relating to colonial history, this is observed in both online searches and in school teachings (Juang et al., 2021). This can also be seen in the failure to recognize the genocide German colonizers committed in Namibia between 1904 and 1908—despite a “half-hearted apology” produced by Germany in 2004, the 100th anniversary (BBC, 2021).



Figure 23: Professor Lipphardt shares her thoughts on the Article 3 debate

An examination of "race" and "rasse" through a comparative corpus analysis has shown subtle distinctions in their usage between the two cultures of Germany and America. Both languages primarily use their respective terms as demographic categories, the study highlights that when brought up over history, Germany tended to talk more deeply about race - much more the surface-level conversations Americans often have when talking about race (Erbach, 2023). Out of all the papers reviewed in this corpus study involving the term 55% of the papers also involved instances of racism or racist language, very often this was Nazi-related racism. Even in German school textbooks, images of immigrants are almost always non-white, and are framed in these images as the "other" who are different from Germans (Juang, et al., 2021).

In the 1990s the term 'everyday racism' was coined by the Dutch scholar Philomena Essed to bring up the lack of discussion of contemporary racism in the Netherlands" (Juang, et al., 2021).



Figure 24: Letters Spelling Racism.

The German term for this *Alltagsrassismus*, has been used for the events that occur daily to certain types of groups. This type of racism is deeply rooted, and some do not even know they are doing it, while other forms are more obvious. While American kids usually start to identify their ethnicity or race by middle school, German youth tend to not think about race or ethnicity that early in their life. Even though individual and community experiences with race are recognized and valued, they tend to be swept under the rug and avoided in mainstream society. (Juang, et al., 2021).

Today, there are still racist incidents that take place daily in which you can see *Alltagsrassismus*. There are events when newcomers cannot communicate their thoughts to the German people as advanced as they would like and Germans get visibly angry. This mindset is so backward from what it should be; while immigrants and refugees are actively trying to become a part of German society, the society of Germany is shutting them out and not allowing progress to be made. This lack of interaction could have been from multiple reasons, not just the unknowledge of the language (PR, 2024). Instead of getting angry and acting out, there are ways to work with each other and meet halfway no matter the language barrier.

Throughout the past, there have been numerous people who accepted ideas of who is German along with an assimilation mindset that tends to make German society exclusionary. Now many people are rising up to challenge the notion of who is German and the essence of integrating into society by creating a new ideal, "*Willkommenskultur*".



The History of Oranienplatz and its Impact

The movement for better rights for the refugees entering Germany was inspired by the tragic suicide of Mohammad Rahsepar. At only 28 years old he was a refugee escaping from Iran looking for a better life. He went to Würzburg in the Bavarian region and was hit with the harsh reality of what being a refugee in Germany is really like. The places refugees were forced to live in are the bare minimum causing plenty of the refugees to go crazy (Langa, 2015). After he took his life, protests from all over Germany broke out advocating for better living conditions for all refugees seeking asylum (Yurdakul, Römhild, & Schwanhäuser, 2015).

In the 1990s, it was not expected that refugees would be staying long-term so there did not exist any programs to help them be a part of society (Cilic and Sial, 2024). Back then, there were not many people who wanted that to happen either. This can be seen in the resurgence of the AfD once Merkel stepped down from her position (Hertner 2021). The lagers or warehouses were set up to have new applicants reside there in the area they applied to: the conditions of these were abysmal, to say the least. Ideals like *Willkommenskultur*, or Welcome Culture were already started with the younger population in Germany, trying to combat the older population's right-wing views on the subject.

Activists coming to Germany through different worldwide crises set up protests in Mohammad's honor in Würzburg. According to Napuli Pual Langa. People were going crazy in the *lagers* or warehouses they were living in and talks were already starting to happen to get everyone together against the conditions and laws. All that was needed was a spark to inspire everyone involved. Other camps protesting started to pop up all over Germany, and the fire was catching.

The events surrounding Oranienplatz in Berlin during the years of 2012-2014 were representative of the clash between right-wing racism towards refugees and the ideals of *Willkommenskultur*. This ideology of welcome culture was started during the influx of refugees, particularly those who had fled the Libyan Civil War and the Syrian War. Volunteers and NGOs started emerging to assist these refugees in their fight for changes in laws and restrictions affecting their mental health and day-to-day lives. To create the change many of the refugees had to risk it all and turn their backs on laws in place that risked deportation.



Figure 25: Support being shown at an FC Dortmund match

Residenzpflicht is a law which limits movement across national territory, refugees could only travel 40 kilometers from the location where they applied for asylum. This means if you applied for asylum in Frankfurt you could only stay in Frankfurt unless permitted to leave (Yurdakul, Römhild, & Schwanhäuser, 2015). If the refugees were to travel outside of this radius they would risk deportation. Berlin-based Groups like Lampedusa, an island in the Mediterranean Sea where Middle Eastern and African newcomers would travel through to get into the EU, showed their distaste for the law. Individuals like Napuli Paul Langa were also trying to combat this law.

Another major issue that refugees face when they come to Germany to apply for asylum is the harsh living conditions they are forced to live in. These *lagers* are some of the worst conditions Langa has come across. Due to *Residenzpflicht*, refugees could not move from warehouse to warehouse; they were stuck in whatever city they originally applied for asylum in (Langa, 2015). These *lagers* have been put in places of isolation, making the refugees and asylum seekers coming in feel as if they are alone in this fight.



Figure 26: Parliament Building

At first, the protests and gatherings were spread throughout Germany because of *Residenzpflicht*. So, during September and October of 2012, Napuli and hundreds of refugees traveled over 600 kilometers in 28 days collecting support, passing through all lagers on their way, and finishing their journey with a march to Berlin to finally settle in Oranienplatz. She wanted all the refugees involved in this discrimination to come together and discuss a solution, or at least get some answers (Langa, 2015). “The success of Oranienplatz visibilized our struggle, especially in the public, and gave us the power to negotiate with the government officially, which before then was not possible” (Langa, 2015). At the beginning of the movement, people’s strategies to instill change were not always the same. Even though these strategies varied from hunger strikes to political conversation, or just peaceful protest, what made OPlatz work was the centralized location, which forced the public to see the struggle of refugees for the first time.

Soon after the start, more unity in the strategies of the refugees was forming, including the construction of an information point in the middle of the square. Kreuzberg was filled with loud voices advocating in support of the rights movement, passing out flyers, and campaigning (Yurdakul, Römhild, & Schwanhäuser, 2015). They extended their protests to the Brandenburg Gate and the parliament district of Kreuzberg, including the federal office of the Green Party. They started to make headway with the German parliament despite some right-winged parties speaking out against the demands (Langa, 2015).



The needs of the refugees included: the right to stay in Germany and have access to the labor market, the abolition of the lagers, and finally the abolition of *Residenzpflicht*, which many refugees had ignored despite the threats of deportation made by the government. “Thus, by living in Oranienplatz they broke the national law of mobility restriction and also the Dublin Agreement” (Yurdakul, Römhild, & Schwanhäüßer, 2015). Refugees would come from lagers and other cities throughout Germany deliberately turning their back to the original law that limited their movement.

It was not long until many started to think of Oranienplatz as a home rather than a political movement. There were continuous interactions between the refugees and the supporters and volunteers. These volunteers include doctors, lawyers, and everyday people wanting to help. This included bringing food, and clothes as well as certain students helping teach German to many of the refugees (Yurdakul, Römhild, & Schwanhäüßer, 2015). Today, GSBTB draws inspiration from these relationships. Starting their activities in 2012 and officially becoming an organization in 2013, they shared a lot of the same ideals that the volunteers demonstrated. With all of this support from the public, the rights movement continued getting stronger and stronger as the push continued. There were concerts, art workshops, and other parties/social events.

These events and political activities fostered camaraderie among the refugees and created friendships during the movement. A refugee states, “If you are looking for something, you go to Oranienplatz. And if you don’t find someone there, you go to Kotti Café and you always find someone. And also if you want to give an appointment to friends, it is always in O-Platz” (Yurdakul, Römhild, & Schwanhäüßer, 2015). OPlatz had become a hub for resources, providing those in need with nearly anything you could ask for, such as doctors, lawyers, or any other form of aid. Another thought that was embedded into GSBTB was that one should know where and how to get the care one needs. If they cannot help you with that task, then the organization will connect you with another group that can help. Like-minded organizations should all be connected to a network and being able to access this network is key to helping out all refugees and immigrants who need aid.



Figure 27: Loud voices being shown in Oranienplatz

The local government wanted to stay out of the situation; they were not intervening or helping solve the problem. However, the police did not share the same ideals as many refugees were arrested and faced police brutality throughout the movement, with the worst of it being towards the end. In political meetings with the senator in 2014, he was very careful to never allow “Access for all” and demanded that it would be decided on a case-by-case basis. Even with this being said, the Lampedusa in Berlin formed a list of 467 people and signed the Oranienplatz Agreement in April 2014. The refugees would leave OPlatz under the conditions that the senate would provide them with housing, and language education and would allow access to the labor market (Yurdakul, Römhild, & Schwanhäuser, 2015). Unfortunately, the clearing of Oranienplatz was not as voluntary as the public was led to believe; on April 18th, the camp was fully evicted according to the agreement, and even those who were not on the list were forcibly removed from the area. In response, Napuli Langa occupied a tree for 5 days demanding to talk to the Senator about bringing back at the very least the information and meeting booth that was established in OPlatz. Despite police preventing all forms of contact, Ms. Langa stayed in the tree until she was able to set up a meeting with the senator to talk about her demands. (Langa, 2015)

Even though most, if not all of the cases were eventually denied (Yurdakul, Römhild, & Schwanhäuser, 2015), the movement of Oranienplatz changed the way the public and the government accepts refugees. Society will become more inclusive and compassionate to those with a less fortunate background and start to give them a fair chance at a second life. The crisis of how these refugees were being treated was finally brought to light and there has been discussion ever since trying to improve their rights and integrate them into society (Coldwell, 2015).

The organizations and *Willkommenskultur* that started to form throughout this movement have expanded and gained influence. Refugees coming into the country are now no longer alone and will always have the support of others while they are starting a new life here in Germany. As long as the discussions continue to happen and the support for the newcomers continues to grow there should be some major improvements coming in the future.



Figure 28: Napuli Paul Langa occupying the tree in Oranienplatz



The Legislative Response of Germany

The Federal Republic of Germany declared itself an immigration state in 2005, but despite the fact that this declaration happened almost two decades ago, assimilationist tendencies remain prevalent today. All the mail and important documents for newcomers would be in German with no available translation options (Krause, 2018). The 2016 Integration Act, though it appeared to focus on making integration easier, actually leaned towards assimilation by making it mandatory to attend German language and cultural classes. This can be seen through the wording of the document with “vocational training” and “permanent settlement permits for refugees who show that they are willing to cooperate and take integration classes” (Gesley, 2016). While this act opened up opportunities for the incoming refugees and immigrants to start a new life, it almost seems as if the German government wants to have control over what the newcomers are allowed to be. With these opportunities also came subtle bias when finding jobs—most newcomers get their fingerprint taken just for blue-collar or minimum-wage jobs: further showing that the society they are trying to become a part of does not even see them as equal (Krause, 2018).

Emma Krause is a notable North American immigrant who came to Germany and experienced many difficulties when migrating. Her stories show that the immigrants and refugees trying to enter the country during the crisis and before were met with a very harsh reality. Even today walking through Berlin you can see cases of society not making feel like immigrants and refugees belong, and in return, newcomers do not feel like they belong, it is a negative two-way street. Krause’s plea for a positive two-way street, “where immigrants are encouraged to share their cultural heritage while adapting to their new environment”, knowing they have a part to fill (Krause, 2018). This can be seen in the events hosted by GSBTB, an association that strives to connect migrants, refugees, and locals who want to foster new connections with each other. Their goal is to co-create a society in which people of a multitude of different cultures can come together. These individuals share a common interest in wanting to nurture a dynamic and ever-evolving community around them. Other organizations like MIME, and other NGOs in Berlin are also trying to expand on this thinking.

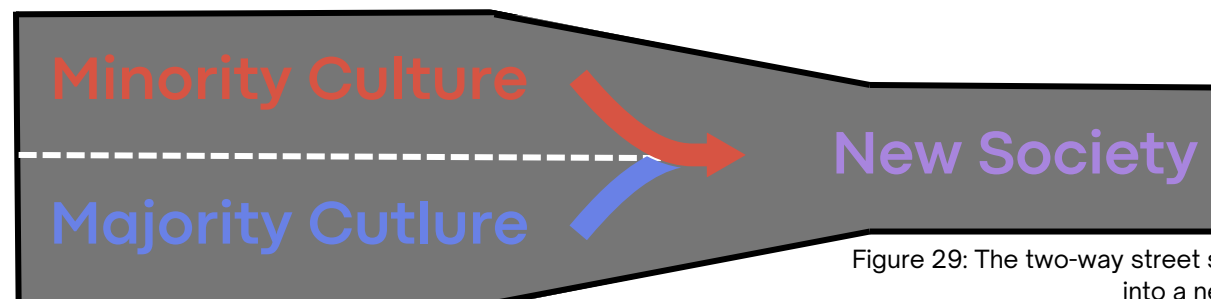


Figure 29: The two-way street showing the two cultures meshing into a new society

There have been recent shifts in policy, as indicated by the *Fachkräfteeinwanderungsgesetz* (Skilled Immigration Act) in 2020 and the EU Blue Card in 2022. This signals the start of a major departure from the strict and rigid expectations for immigrants to fully conform to the dominant culture. Instead, it embraces more inclusive strategies for integration. (Hertner, 2021). While this is a step towards a more integrated and inclusive society, there is some backhanded thinking against incoming refugees. This is shaping into the idea that if you are an immigrant and you do not bring something of “physical” value into Germany, then you are not valued. These refugees are forced to start fresh, and if you give them a little guidance there are so many different ways they can contribute to society. Unfortunately, newcomers have to contribute the way Germany wants them to contribute, it is unlikely Germany considers an artist a “skilled worker” no matter the talent. They are looking for doctors and lawyers who can contribute to the highest part of the working class (PR, 2024).

These same ideals can be seen when looking into the EU Blue Card, a program that was established due to the large number of vacant jobs in 2022, which reached a record high of close to 2 million. Someone possessing an EU Blue Card has the right to reside in the EU to pursue the job market. Just like the Skilled Worker Immigration Act, this card aims to appeal to highly qualified third-world citizens who can come to fill the vacancies in the EU where qualified workers are in short supply (Amt, 2020).

The card provides holders and their families with special privileges as well, after 33 months of residence they can be eligible for a settlement permit. Those who have good German language skills can have a settlement permit after 21 months. The requirements for this card are proof of a university degree and a job offer that would provide an annual income of 56.400 euros, which has been changed to 45.300 euros as of 2024 (Make it in Germany, 2024). Once again, this card only applies to occupations that Germany sees as valuable. While Germany has accepted more immigrants and refugees than any other country in the EU, the laws being made today are making it more and more restrictive. Instead of taking in everyone in need and trying to help them into a new life, they are only interested in the newcomers they can get something out of, colloquially known as “skilled workers.”

Immigration must adopt a strategy that balances the integration of newcomers into society without erasing their identities. It should be like a game of Tetris, with every piece coming into the new society finding a spot to fit in without having to change its shape. The existing community must accommodate newcomers without sacrificing the newcomer’s identity or demanding complete assimilation. Presently, it feels like attempting to force a circular block into a square hole, in which, eventually, the newcomer will give up their own identity to fit into society. But integration should resemble more of a guided journey, empowering refugees and immigrants to actively shape their paths toward integration (PR, 2024).





Figure 30: Refugee Hands Raised.

Refugees in Berlin have fought for years to get better rights for themselves. Events like Oranienplatz showed how dire the situation was for the refugees and finally was able to let the public see how bad it had gotten. This turned into a step in the right direction with plenty of organizations like Give Something Back to Berlin that are now fighting alongside the refugees hoping for a better, more integrated society. While Germany's legislative response is a little lacking luster, the discussions are happening and change is imminent. Finally, while public opinion on newcomers has started to change, the problems and how they are viewed are deeply rooted in the education and history of Germany. Especially when thinking of words like “*rasse*” and *ethnie*. This research inspired the group to also want to help the crisis in any way that we could alongside GSBTB.

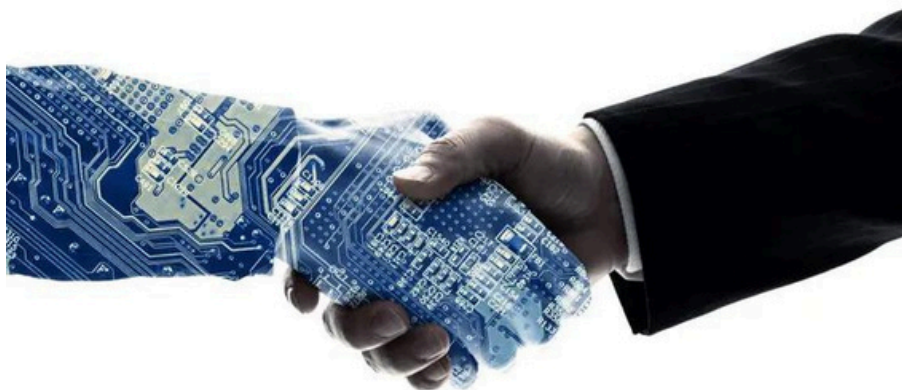


Figure 31: Handshake Between Man and Technology.

The concepts we have been examining all directly relate to our sponsor Give Something Back to Berlin and their ideals. This research and the subsequent CRM objectives all support the work they do to help newcomers integrate into society. By fostering more connections and evaluating their social media and websites, they can continue their mission. Challenging the notions of society and who belongs in German society has always and will always be their priority. The improved CRM will help them continue to foster these new relationships and build new connections while keeping the relationships they have already built with their long-term programs.

Organizing the CRM Table on Monday.com

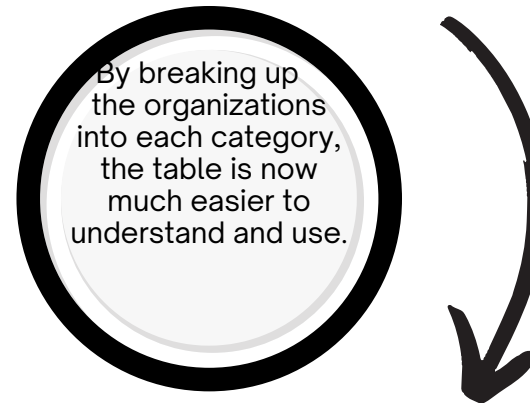
The original table on Monday.com was quite extensive, encompassing all contacts, making it challenging to navigate and comprehend. To address this, our group decided to break down the table into smaller, more manageable sub-tables categorized by the skill sets offered by each contact to aid refugees.

We further enhanced the table's organization by organizing contacts based on their expertise and role (NGO, Government, Foundation, etc.). Each sub-table was meticulously curated, with brief bios crafted for clarity, allowing us to group similar contacts under common categories such as Job Assistance, Language Help, and Education.

However, as we delved deeper, we noticed that the "Social and Activities" category was disproportionately larger, necessitating the creation of an additional sizable table. While this was logical given the nature of GSBTB's activities, we sought to organize this list further, particularly by establishing a distinct cultural section for contacts involved in integration-focused initiatives like fundraising and networking.

Through this process, we successfully condensed the contact list into 13 sub-tables, facilitating easier review and oversight of the CRM while uncovering essential organizations that may have been overlooked. Moreover, this segmentation provided valuable insights for enhancing our social network targeting, especially in areas where GSBTB lacked sufficient contacts, such as Emergency Contact, Shelter, Health, and Legal Assistance.

> Organisations 243 Accounts/companies	Category
---	----------



> Language 5 Accounts/companies	Category
> Government 18 Accounts/companies	Category
> Education 17 Accounts/companies	Category
> Social Organizations/Activities 88 Accounts/companies	Category
> Emergency Contact 4 Accounts/companies	Category
> Health 6 Accounts/companies	Category
> Shelter	Category

Figure 32: Organizations Table

Each Category Contains Different Types of Organizations Sorted by Color. Some Major Categories Include:

- NGOs - Yellow
- Institutions/Schools - Red
- Foundations - Light Purple
- Associations - Blue
- Civil Society Organizations (CSO) - Cyan



▼ Grant Archives

□ 2023 Grants

□ 2024 Grants

□ 2025 Grants

Figure 33: Grant Archive Folder



Figure 34: People Saving Money

Organizing the Fundraising Aspect of Their CRM

The fundraising portion of the CRM was originally set up very similar to the organization table. After talking with Christin Bohnke, Give Something Back to Berlin's fundraising manager, it was made clear she wanted the tables sorted by grant size. To accomplish this a new column was made showing the exact size of the grants and the table was then sorted by that column. Unfortunately, Monday.com, GSBTB's CRM, does not have automation to automatically sort a table by specific columns when a new item has been created or brought into that table. This will have to be done manually every time an instance like this occurs.

The second important feature for Christin to have in the fundraising table was the implementation of an archiving feature. The key thing for this archiving is that the information would not be lost in the main table. Some of these grants need to be renewed and can sometimes have to change amounts from year to year. To accomplish this, an automation was set up so that when the date of a certain grant would pass the item would be duplicated and sent to a folder for the year. These folders, simply labeled, "Grants 2023", "Grants 2024", etc. would be created yearly and would be used as the archival of past grants. When a grant has been moved to the archival folder Christin will be notified as such so that she can go into Monday.com and renew any needed grants. Likewise, she will also be notified at the end of each year to create the following year's folder and to change the automation so that there is no misinformation in any folder.

Integrating Social Media Metrics into the CRM

The team met with Àngela Mora, the head of communications, and Maddalena Tartarini, another member of the communications team to integrate social media into the CRM. Àngela made it clear that the main focus of social media in the CRM would be Instagram and keeping track of the engagement rates and foot traffic of their posts. Originally, Maddalena would have to go through the posts every month and manually create a table in Google Sheets. This tactic takes up more time than it should and also allows for some information to be lost and confused. To implement Instagram into the CRM the group introduced GSBTB to a third-party tool called CoEfficient which specializes in data importing.

CoEfficient is a Google Sheets add-on that allows data to be taken from Instagram and stored in tables in the sheet. From there, there is an implementation tool on Monday.com that can take Google Sheets and set it up in the CRM. Once in the CRM this information will be displayed in graphs, charts, or can be kept as a table if that is easiest. CoEfficient also became a reliable tool when the team got to the task of implementing data from the website of Give Something Back to Berlin.

Integrating Website Analytics

CoEfficient also partners with Google Analytics to grab data from GSBTB's website using their WordPress site. Once again first storing this information in Google Sheets the group can then take this data and integrate it into their CRM on Monday.com. Give Something Back to Berlin already has a system in place with Google ads to make sure their website can get noticed. Using the Google Analytics data then the organization can see if the Google Ads data is working. Through the graphs and charts GSBTB can now also see how people are arriving at their website, based on targeted search, a link from another website, etc. With all of this information, they can now choose how they want to continue their marketing of the website, or if they need to change things up. This will all be updated automatically the only manual part that will be done is bringing the information from Google Sheets to the CRM. This and other important manual tasks were the reason for the creation of the next objective.



Figure 35: CoEfficient Logo

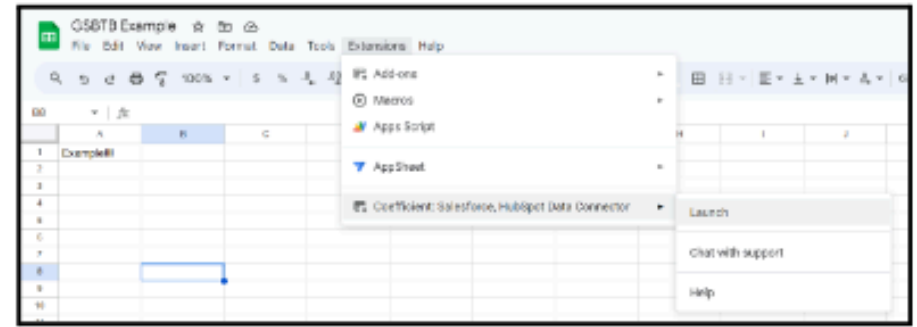
Educating Employees of GSBTB on the Changes Made Through Documentation

The team knew that once we were no longer the ones working on the CRM Give Something Back to Berlin needed to continue its functional use and be able to use it to the best of its abilities. To ensure their development in the future the team created a manual showing the steps we took to complete certain objectives just in case a problem like this arose again. One of the examples in the manual would be implementing the survey results into the CRM to see it more visually. We laid this out with a step-by-step process accompanied by images to make sure there is as little confusion as possible. A manual was created for the social media integration, website analytics, and the steps needed to take every year for the fundraising section. The group worked closely with the heads of each department as well as Co-Director Mine Nang to complete this task. A sample would be created and shown to each person present, making sure it was clear. Then the group would turn to make it look a little more professional as well as take their comments into account.

Step 2: Find the Account you want to take data from
(We will use Instagram as an example, but there are plenty of options)

Now we connect the Instagram account to Coefficient so we can pull data from it. To do this:

1. Go back into the "Extensions" tab in the Google Sheet
 - a. There will be another section where you can select "Coefficient"
2. Under "Coefficient", select "Launch"



3. Select "Import from..."
4. Select "Instagram Insights" under "Suggested Sources"
5. Select "Authorize" and use your Instagram login details to authorize Coefficient's connection to the account of choice

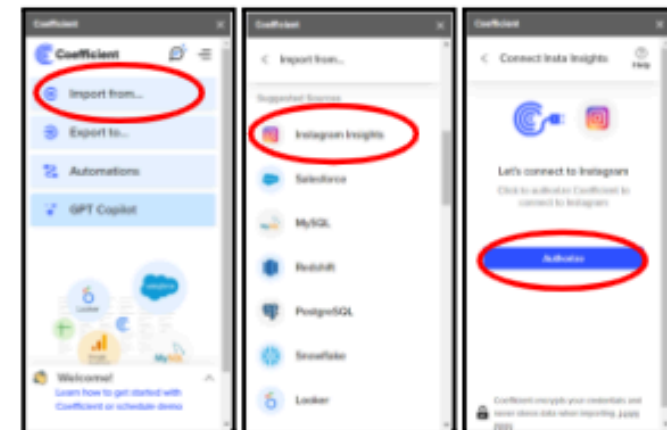


Figure 36: Education manual we created.

Creating A Social Map for Future Connections

As a final part of the project, the team was asked to research some new organizations and document any that would help Give Something Back to Berlin in the future. The original deliverable for this objective was documentation, formatted as an annotated bibliography. While this aspect remains, the team added a social map using StoryMaps ArcGIS software. This map will be able to accurately visualize the location and status of the NGOs when clicking on one of the shown pins, the contact information, official website, and description of the NGO will be displayed.

To help with searching for relevant organizations, the team decided to research NGOs based on the categories that were decided in collaboration with Co-Director Mine Nang after the completion of the second objective. These categories include mental health, shelter, emergency contacts, job assistance, legal assistance, and language help. While the group targeted organizations in the surrounding districts of Give Something Back to Berlin in boroughs such as Kreuzberg, Neuköln, and Schöneberg, if other relevant organizations happened to be outside of the surrounding areas, they were still added to the map. The group also added important NGOs that were already in Give Something Back To Berlin's CRM for ease of use.

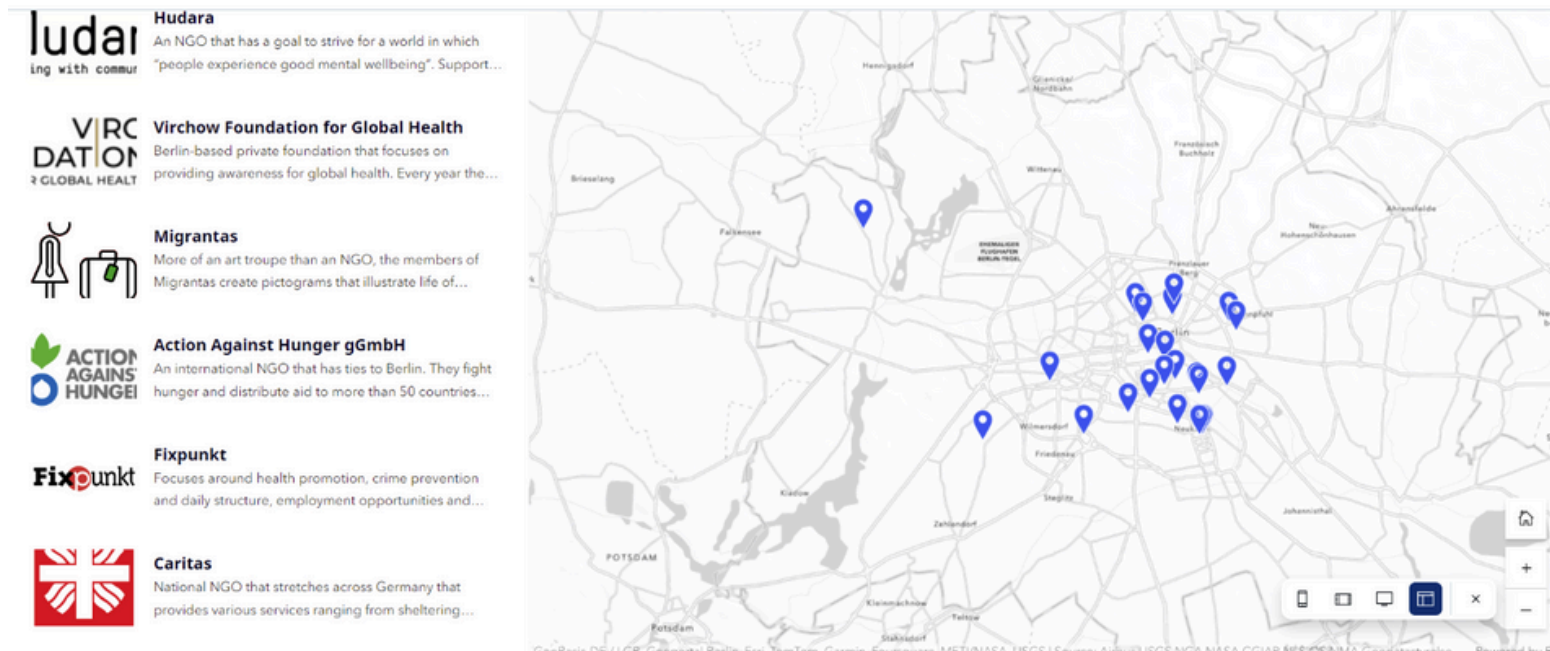


Figure 37: Social Map Created to see locations of NGOs suggested



Conclusion



Figure 38: two individuals perform at one of GSBTB's open music nights.



Throughout our time working with Give Something Back to Berlin, our team has developed a concrete understanding of what refugee-based NGOs need to thrive on both the social and organizational fronts. Throughout our wide-reaching research on the history of the refugee climate in Germany and our weekly discussions with GSBTB staff, we learned from trusted accounts what it means to be a refugee, a migrant, and a German in Berlin, and the difficulties they face. This research shaped our entire project, including our writing, our methodology and deliverables, and our conversations.

The staff of GSBTB are ambitious and driven to create inclusive, diverse, and large-scale events in which everyone can participate regardless of race, gender, religion, orientation, or any other identity. The projects they host continue to impress us, for the high quality and scale of their projects exceed the expectations one may have for a smaller close-knit team. Because of this, GSBTB has compiled a large list of contacts, fundraising information, and social media data. All of this information is essential for them to continue to improve upon their events and expand their reach to help the most people they can. Interpreting this and having it be easily readable and accessible will also accelerate their growth.

By briefly researching each organization on their contact list and sorting them into respective categories, we significantly improved how effectively both long-time members and newcomers can navigate the contact list and find the organization they are seeking. This will also allow any member to easily enter new organizations into the list, creating an easy way to push toward new connections. The manual we created is designed for ease of use and clearly outlines all of our changes and procedures regarding the contact table, as well as the fundraising and social media metrics.



Figure 39: People getting food at an event



With new connections come the possibilities of new donors and grant offers. Having an efficient way to organize and archive them will help GSBTB pursue more funding opportunities, which in turn will expand its potential for outreach. By creating the automatic archive, we allow them to go back at any time and look at past opportunities that could potentially open up again and provide them the funding they need for these ventures.

By maintaining the procedures we created and the sorting we completed, GSBTB can continue to improve its outreach and efficiency. Our social mapping tool serves as a starting point to connect with new organizations in nearby neighborhoods. We have made sure to leave GSBTB with a variety of opportunities to explore, all leading to growth and outreach for them and NGOs across Berlin.

Reccomendations

The teams' recommendation for upcoming projects with Give Something Back to Berlin would be a marketing-based project. The work we completed with the association during this term was setting up a good base for GSBTB to build off of to move on in the future. The next project could be something along the lines of helping them use that base created to have more of an outreach. This outreach could include expanding their network using our suggestions and creating new relationships. It could also just be figuring out a way to get the name of GSBTB into more areas of Berlin where refugees might not know them as well. One final example would be to create a new program like the Open Hearts, Open Kitchen, Music School, or Language Cafe that GSBTB can add to its repertoire.



Figure 40: GSBTB Staff set up for a music event



Figure 41: Everyone enjoys a performance at GSBTB open music night

Endnotes

Amt, Auswärtiges. "Federal Foreign Office." German Federal Foreign Office, 2020, www.auswaertiges-amt.de/en/visa-service/buergerservice/faq/02a-what-is-the-blue-card/606754#:~:text=EU%20Blue%20Cards%20are%20issued. Accessed 11 Apr. 2024.

Armbruster, H. (2023, August 3). Between redemption and affirmation: German identity in affective narratives of the 'refugee crisis.' Sage Journals . <https://journals.sagepub.com/doi/10.1177/14687968231193827>

BAMF, & bpb. (April 11, 2023). Number of pending asylum applications in Germany from 2009 to 2023 [Graph]. In Statista. Retrieved February 15, 2024, from <https://www.statista.com/statistics/1107906/asylum-applications-pending-number-germany/>

Barskanmaz, Cengiz. "Framing Race and Law in Europe." Völkerrechtsblog, 26 Feb. 2018, voelkerrechtsblog.org/framing-race-and-law-in-europe/. Accessed 12 Apr. 2024.

BBC. "Viewpoint: Why Germany's Namibia Genocide Apology Is Not Enough." BBC News, 1 June 2021, www.bbc.com/news/world-africa-57306144.


Berry, J.W. (2006) 'Stress perspectives on acculturation', in D.L. Sam and J.W. Berry (eds.) *The Cambridge Handbook of Acculturation Psychology*. Cambridge: Cambridge University Press (Cambridge Handbooks in Psychology), pp. 43–57.

Berry, J.W. (1980). Acculturation as varieties of adaptation. In A. Padilla (Ed.), *Acculturation: Theory, models and some new findings*, (pp. 9-25). Boulder: Westview.

Brown, Stanley A. *Customer Relationship Management : A Strategic Imperative in the World of E-Business*. Toronto ; New York, John Wiley & Sons Canada, 2000.

Coldwell, W. (2015, November 28). Refugees tell a different Berlin Story. *The Guardian*. <https://www.theguardian.com/travel/2015/nov/28/refugees-tell-a-different-berlin-story>





Connolly, K. (2024, January 17). AFD plans to turn Germany into authoritarian state, vice-chancellor warns. The Guardian. <https://www.theguardian.com/world/2024/jan/17/afd-plans-to-turn-germany-into-authoritarian-state-vice-chancellor-warns#:~:text=It%20would%20be%20far%20better,are%20systematically%20preparing%20for%20this.%E2%80%9D>

Cilic, Una, and Farida Sial. "Germany Has Revamped Its Approach to Migrants, but Acceptance, Integration Are as Hard as Ever." Radio Free Europe/Radio Liberty, 9 Jan. 2024, www.rferl.org/a/germany-migrants-afghanistan-ukraine-bosnia-refugees-integration/32732326.html.

Dolnicar, S., Grün, B., & Leisch, F. (2018). Management for Professionals Market Segmentation Analysis Understanding It, Doing It, and Making It Useful. https://library.oapen.org/bitstream/handle/20.500.12657/51281/PUB_580_Leisch_Market_Segmentation_Analyses.pdf?sequence=1&isAllowed=y

David Johnson, M. M., & Paul Bruno, H. K. (2022, March 9). Cities and refugees: The German experience. Brookings. <https://www.brookings.edu/articles/cities-and-refugees-the-german-experience/>

Federal Ministry of the Interior and Community. "General Information." Federal Ministry of the Interior, Building and Community, 2024, www.bmi.bund.de/EN/topics/migration/immigration/labour-migration/generell-information/general-information-node.html.

Gesley, Jenny. "Germany: Act to Integrate Refugees Enters into Force." Library of Congress, Washington, D.C. 20540 USA, 15 Aug. 2016, www.loc.gov/item/global-legal-monitor/2016-08-15/germany-act-to-integrate-refugees-enters-into-force/.

Give Something Back to Berlin. "Home." Give Something back to Berlin, 2024, gsbtb.org/.
Hansen, Michael A., and Jonathan Olsen. "Identity and Belonging: Emotional Assimilation in Two Immigrant Communities in Germany." *Journal of International Migration and Integration*, vol. 24, 29 Apr. 2023, <https://doi.org/10.1007/s12134-023-01035-7>.

Harrigan, P., Miles, M. P., Fang, Y., & Roy, S. K. (2020). The role of social media in the engagement and information processes of social CRM. *International Journal of Information Management*, 54, 102151. <https://doi.org/10.1016/j.ijinfomgt.2020.102151>

Hertner, I. (2021, April 21). Germany: A country of immigration – or integration? Merkel’s uncomfortable legacy. The Loop. <https://theloop.ecpr.eu/germany-a-country-of-immigration-or-integration-merkels-uncomfortable-legacy/>

Hindy, L. (2019, June 3). Germany’s Syrian Refugee Integration Experiment. The Century Foundation. <https://tcf.org/content/report/germanys-syrian-refugee-integration-experiment/>

Houtkamp, Christopher. (2015). Beyond Assimilation and Integration: The Shift to ‘National’ and ‘Transnational’ Inclusion. *Acta Universitatis Sapientiae, European and Regional Studies*. 8. 10.1515/auseur-2015-0014.

Karnitschnig, M. (2023, November 9). Germany’s never-ending migration crisis. POLITICO. <https://www.politico.eu/article/germanys-never-ending-migration-crisis/#:~:text=With%20more%20than%20three%20million>

Kinkartz, Sabine. “Germany Struggles to House Refugees – DW – 07/24/2023.” Dw.com, 23 July 2023, www.dw.com/en/germany-struggles-to-house-refugees/a-66332089.

Juang, L. P., Moffitt, U., Schachner, M. K., & Pevec, S. (2021). Understanding Ethnic-Racial Identity in a Context Where “Race” Is Taboo. *Identity*, 21(3), 185–199. <https://doi.org/10.1080/15283488.2021.1932901>


Krause, Emma. (2018, September 19). Life in Berlin as a foreigner: Assimilation and fitting in. *The Governance Post*. https://www.thegovernancepost.org/2018/09/life_in_berlin/

Kurt Erbach, Benedict Kenyah-Dampthey, Leda Berio, Daniel James, Esther Seyffarth, A comparative corpus study of race and Rasse, *Applied Corpus Linguistics*, Volume 3, Issue 1, 2023.

Langa, N. (2015, October 26). About the refugee movement in Kreuzberg/Berlin. *movements*. *Journal for Critical Migration and Border Regime Studies*. <https://movements-journal.org/issues/02.kaempfe/08.langa--refugee-movement-kreuzberg-berlin.html>

Make it in Germany. “EU Blue Card.” *Www.make-it-in-germany.com*, 2024, www.make-it-in-germany.com/en/visa-residence/types/eu-blue-card#:~:text=The%20EU%20Blue%20Card%20is%20a%20residence%20title%20for%20academics. Accessed 11 Apr. 2024.





MiMI. “MiMi: Violence Prevention for Refugee Women, Children and Migrants.” *The Global Compact on Refugees* | UNHCR, 2024, globalcompactrefugees.org/good-practices/mimi-violence-prevention-refugee-women-children-and-migrants.

Mother and Child Center. “Mother and Child Centre | Artemed Stiftung.” *Mother and Child Center*, 13 Apr. 2021, artemedstiftung.de/en/project/mutter-kind-zentrum/. Accessed 25 Apr. 2024.

OECD. (2017). Finding their Way LABOUR MARKET INTEGRATION OF REFUGEES IN GERMANY. <https://www.oecd.org/els/mig/Finding-their-Way-Germany.pdf>

Rath, Anna von . “Race ≠ Rasse: 10 Terms Related to Race That Require Sensitivity in Translation – Poco.lit.” *Poco.lit.*, 9 Apr. 2021, pocolit.com/en/2021/04/09/race-%E2%89%A0-rasse-10-terms-related-to-race-that-require-sensitivity-in-translation/. Accessed 12 Apr. 2024.

Reuß, J. (2020, June 29). “we shouldn’t have such nonsense in the German constitution.” “We shouldn’t have such nonsense in the German Constitution” - Office of University and Science Communications. <https://kommunikation.uni-freiburg.de/pm-en/online-magazine/research-and-discover/201cwe-shouldn2019t-have-such-nonsense-in-the-german-constitution201d>

Statista. (2023). Immigrant numbers in Germany 1991-2018. Statista. <https://www.statista.com/statistics/894223/immigrant-numbers-germany/>

Trines, S. (2019, August 8). The State of Refugee Integration in Germany in 2019. WENR. <https://wenr.wes.org/2019/08/the-state-of-refugee-integration-in-germany-in-2019>

Uifălean¹, G. (2015). Journal of Global Politics and Current Diplomacy European NGO’s and the Refugee Crisis. Case studies of Serbia and Hungary.

United States Holocaust Memorial Museum. “Aryan.” Encyclopedia.ushmm.org, United States Holocaust Memorial Museum, 29 Sept. 2020, encyclopedia.ushmm.org/content/en/article/aryan-1.

UNHCR. (2023). Europe. UNHCR US. <https://www.unhcr.org/us/about-unhcr/where-we-work/europe>

UNHCR. (2021). Global Trends Report 2021. UNHCR US.

UNHCR. “The Global Compact on Refugees.” UNHCR, 2024, www.unhcr.org/about-unhcr/who-we-are/global-compact-refugees.

Vertovec, S. (2015, September). Germany’s second turning point: long-term effects of the refugee crisis. OpenDemocracy. <https://www.opendemocracy.net/en/can-europe-make-it/germanys-second-turning-point-long-term-effects-of-refugee-crisis/>

WHO. *Global Evidence Review on Health and Migration (GEHM) Series*. 13 Oct. 2023.

Worthy, L. D., et al. “Berry’s Model of Acculturation.” Open.maricopa.edu, MMOER, 27 July 2020, open.maricopa.edu/culturepsychology/chapter/berrys-model-of-acculturation/.

Yurdakul, G., Römhild, R., & Schwanhäüßer, A. (2015). *Witnessing the Transition: Moments in the Long Summer of Migration*. AIR Unimi. https://air.unimi.it/retrieve/dfa8b999-836f-748b-e053-3a05fe0a3a96/Looking%20for%20neverland_Fontanari.pdf





Figure Endnotes

Figure 1: Taken by team

Figure 2: Adobe Stock Photo: lovelyday12

Figure 3: Taken by team

Figure 4: Provided by GSBTB

Figure 5: Made by team

Figure 6: Germany, D. S., Hamburg,. (2024). Angela Merkel - DER SPIEGEL. Wwww.spiegel.de.
https://www.spiegel.de/thema/angela_merkel/

Figure 7: White, S. (2022). Giving child refugees a firm foundation | Attainment and Assessment. The Headteacher.
<https://www.theheadteacher.com/attainment-and-assessment/teaching-practice/giving-child-refugees-a-firm-foundation>

Figure 8: Statista. (2023). Immigrant numbers in Germany 1991-2018. Statista.
<https://www.statista.com/statistics/894223/immigrant-numbers-germany/>

Figure 9: Figure 9: Ukrainian refugees queue for food in the welcome area after their arrival at the main train station in Berlin, Germany, March 8, 2022. - Copyright AP Photo/Michael Sohn

Figure 10: Malteser Hilfsdienst. (2022, March 17). Ukraine Hilfe. Malteser in Deutschland. <https://www.malteser-paderborn.de/nachrichten/news-detailansicht/news/ukraine-hilfe-1.html>

Figure 11: Provided by GSBTB

Figure 12: Stock Photo

Figure 13: Provided by GSBTB

Figure 14: Made by team

Figure 15: GÜRGEN, M. (2015). How one place became many places. Taz. <https://taz.de/Fluechtlingsprotest-in-Berlin/!5204710/>

Figure 16: Monday.com. (2024). monday.com - Marketing, Content & Creative Team Collaboration Software. Monday.com. <https://monday.com/lang/es/lp/marketing>

Figure 17 and 18: Provided by GSBTB

Figure 19: Taken by team

Figure 20: Made by team

Figure 21: Cilic, U., & Sial, F. (2024, January 9). Germany Has Revamped Its Approach To Migrants, But Acceptance, Integration Are As Hard As Ever. Radio Free Europe/Radio Liberty. <https://www.rferl.org/a/germany-migrants-afghanistan-ukraine-bosnia-refugees-integration/32732326.html>

Figure 22: Green, M. (2020, September 8). Hearing Race: Can language use lead to racism? OpenLearn. <https://www.open.edu/openlearn/languages/linguistics/hearing-race-can-language-use-lead-racism>

Figure 23: Freiburg. (2020). *“We shouldn’t have such nonsense in the German Constitution” — Office of University and Science Communications*. Kommunikation.uni-Freiburg.de. <https://kommunikation.uni-freiburg.de/pm-en/online-magazine/research-and-discover/201cwe-shouldn2019t-have-such-nonsense-in-the-german-constitution201d>

Figure 24: Stock Photo

Figure 25: Aikins, J. K. A., & Bendix, D. B. (2024, April 25). *The “refugees welcome” culture*. Africasacountry.com. <https://africasacountry.com/2015/11/resisting-welcome-and-welcoming-resistance>

Figure 26: Stock Photo





Figure 27: OPlatz. (2024, April 1). *OPlatz — Berlin Refugee Movement – Abolish Residenzpflicht! Abolish ‚Lagers‘! Stop Deportations! Right to Work and Study!* Oranienplatz Refugee Movement, News from Inside. <https://www.oplatz.net/>

Figure 28: Wiedemann, C. (2014, April 11). Oranienplatz: Aktivistin Napuli protestiert auf Baum gegen Räumung. Der Spiegel. <https://www.spiegel.de/panorama/gesellschaft/oranienplatz-aktivistin-napuli-protestiert-auf-baum-gegen-raeumung-a-963849.html#fotostrecke-8d780523-0001-0002-0000-000000113339>

Figure 29: Made by team

Figure 30: Stock Photo: European Journal

Figure 31: Jain, N. (2021). Who Is In Control: Humans Or Tech? Forbes. <https://www.forbes.com/sites/neerajain/2021/04/30/who-is-in-control-humans-or-tech/>

Figure 32: Screenshots from Monday.com plus our design

Figure 33: Screenshot from Monday.com

Figure 34: Stock Photo

Figure 35: CoEfficient. (2024). Home. Coefficient. <https://coefficient.io/>

Figure 36: Screenshot of manual made by team

Figure 37: Made by team on StoryMaps

Figure 38, 39, 40, & 41: Provided by GSBTB