

SOCIAL REPORT 2017

Tür an Tür – Digital Factory gGmbH

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Foreword

Dear friends, sponsors and companions,

Integreat, our app for newcomers, is a success story that inspires courage. Presented in November 2015 after only six months of preparation in Augsburg, almost 50 municipalities, cities, counties and the EAE of the state of Brandenburg are now using an offer that has developed an exciting momentum of its own.

It has long since ceased to be exclusively about helping refugees to build a life in their new home in Germany: More and more local authorities are asking specifically for languages such as Turkish or Polish in order to make it easier for more people to get started. Therefore, we call Integreat an app for newcomers.

Within the municipalities Integreat has initiated cooperations between authorities and institutions which did not seem possible before. The predecessor of Integreat was a brochure, published by the association door to door in Augsburg, which for its part has been gathering individual initiatives under one roof for over 25 years with the common goal of helping newcomers.

A new kind of cooperation is also possible between individual municipalities: resources and information are shared as a matter of course, and terms such as creative commons or open source are no longer books with seven seals, but self-evident facts.

We would like to continue on this path. Whereas in 2017 labour market integration was the focus of our work, in 2018 the housing exchange will be launched in the districts of Neuburg-Schrobenhausen and Bayreuth. You see: It remains exciting!

I support Integreat not only as a professor at the TU Munich, but am also a private partner of the gGmbH, which is behind Integreat. Even though Integreat has developed so well, the app lives primarily from the voluntary commitment of many people, Germans and newcomers alike. I would like to take this opportunity to thank all of you.

This report shows you the details of our work in 2017 and I hope you enjoy reading it!

And, please feel free to contact us if you have any questions or suggestions.

Prof. Dr. Helmut Krcmar Founder, Partner, Inspirational Advisor

1. Introductory remarks

1.1 Vision and approach

Tür an Tür - Digital Factory gGmbH was founded in the summer of 2016 with the aim of facilitating newcomers' entry into the society. This project was pursued from the outset in cooperation with established and experienced organisations and institutions, as well as local administrations. The strong network that has accompanied the Digital Factory since the beginning of the project in 2015 has been the most important prerequisite for the unfolding impact of the organization ever since. Building networks and identifying and harnessing synergy potentials has become an elementary part of the organisational work. Especially in intramunicipal and inter-municipal cooperation, successes have already been noted. It will continue to contribute to strengthening the networks in this area and thus to the effective use of existing resources in integration work.

The vision that we pursue with our work and whose realization acts as a benchmark for all activities of the organization is to make information understandable and accessible to all people. The reduction of information poverty and the gained equality in access to information are important milestones for the development towards a free society. In the long run our offers - especially the information app Integreat - are designed not only to help fugitives to find their way around and to gain information, but also to serve as a helpful support in everyday life for all newcomers and citizens and as a communication channel to the local administration. As the name implies, the Digital Factory wants to build digital bridges to strengthen local integration work without replacing it.

To support this progress and at the same time pursue the overriding goal of collaborative development and use of content and software, we rely on open source technologies in our work and use Creative Commons licenses. In this way, inter-municipal and inter-organisational cooperation is introduced, strengthened and geared to the long term. Following the "Learning by Doing" approach, public administrations are introduced to the advantages and opportunities offered by openly available content and software and can experience them directly in their own work. If successes can be recorded in working with jointly developed and open software and content under free license in one area of administration - in this case integration work - the use can also be imagined for other public bodies and thus spreads. When public money is invested in the development of software or content, it should also be available to the public. We are convinced of this

and want to make a targeted contribution to the corresponding system change with our work.

1.2 Subject of this report

Scope	This report refers to the activities of Tür an Tür - Digital Factory gGmbH. A special focus is put on the central offer of Integreat.
Reporting period and reporting cycle	We report on our work in 2017.
Application of the SRS	In this report, we are guided by the requirements of the current version of the Social Reporting Standard This is the second annual report after the SRS.
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2. The social challenge and the solution approach

2.1 The social challenge

More than 60 million people are currently fleeing the world. Wars and persecution have deprived them of security at home and forced them to seek shelter in a foreign country. The challenges this poses for organisations, states and municipalities can also be felt in Europe and Germany.

Immigration alone, however, does not represent a truly new development in Germany. In the past, the Federal Republic of Germany has specifically promoted labour migration and thus has a long history as a country of immigration. Despite various migration and flight movements in the past, the current situation has received special media and social attention since 2015 due to its strong media presence and political debate. Various initiatives to help refugees and promote integration also have their origins in this development. Compared to earlier migration movements to Germany, digital technologies now play a far more important role for newcomers. On the run, they serve to establish contact with the family and to obtain information. Even after arrival, the smartphone is used for orientation and is to be understood as an important medium for integration. However, it is almost impossible for municipal administrations in particular, which are already heavily occupied with existing tasks, to make effective use of this access and, for example, to offer information and networking services. It is therefore particularly important to create offers that support this and make

the use of digital solutions possible, in order to improve integration work on site in the long term and to relieve it where possible.

Over the past three years, in which the Digital Factory has already been active in the field of integration work, we have also seen a growing awareness at the local level of the needs of various migrant groups - particularly from other European countries. It is a concern of our municipal partners and also of the Digital Factory itself that aid offers should not be directed only to individual groups affected due to media presence. Making integration offers accessible to as many people as possible ensures the long-term nature of the projects and can expand and strengthen the impact of the activities. In addition to the important social developments in the area of integration and immigration, the current public debate on the use and development of free software (open source software) in public administration should be mentioned in conclusion due to its high relevance for work in the digital sector. The demands of various organisations can be summarised as follows: If public funds are used for the development or use of software, this should also be publicly and freely accessible and not be kept under lock and key by individual companies. The system change that is necessary to implement this demand is complex and must break up many old structures. The challenge this poses should therefore not be underestimated.

2.2 The offer landscape

In addition to personal consultation, which in our opinion should and must always be a central component of the integration process, municipalities have in the past promoted the dissemination of local information and offers, above all through the writing and elaborate printing and distribution of print materials. Once the printed materials had been printed, the contents could be with a long time delay and a lot of effort. Corresponding information material was oftentimes available only in German language, since translations were not only expensive, but also too complex for many municipalities due to the production.

Digital technologies are an appropriate way of communicating information to newcomers, as multilingualism is easier to implement and access is locally unbound. This means that appropriate technologies can represent an easily updatable and accessible alternative to conventional print materials. This insight motivated various established and new companies and organisations to develop appropriate solutions.

The Digital Factory was founded in the middle of 2016 and thus other information portals from various providers were created in addition to the in-house information app Integreat. The Arrivals app of the BAMF, the Moin

Refugee app, the Welcome App Germany and the Welcome to NRW app as offerings in Germany are just a few of the things worth mentioning here. Common to these offers and the Integreat app is the basic presentation of information for newcomers. Despite certain overlaps, more than two years after the particularly strong immigration in 2015, it is noticeable that, with the exception of the Integreat app, the offerings are only being further developed in part or have been discontinued completely.

2.3 Positioning of the Tür an Tür - Digital Factory gGmbH

In order to understand this phenomenon and at the same time to introduce the effect of the Digital Factory, the positioning of the organisation in this offer landscape is particularly relevant. The history of the organisation's origins is already descriptive of its special character. Thus, the organization was not founded for its own sake, but was the result of organic, demand-driven growth.

When more than one million fugitives arrived in Germany in 2015, the need for multilingual information on asylum issues and everyday questions quickly became apparent. This was also the case in Augsburg, where a group of committed students worked together with Tür an Tür e.V., the City of Augsburg and the Chair of Business Informatics at the Technical University of Munich to digitise the "First Steps" brochure published in 1997 with initial local information for asylum seekers in the Augsburg region. As a result, the Integreat app was created in summer 2015 as a digital everyday guide for fugitives, which was officially presented by the mayor in Augsburg in November 2015. After the announcement of the Integreat app in and for Augsburg, other municipalities and counties approached the team to implement the solution for their region. The foundation of Tür an Tür - Digital Factory gGmbH also followed due to the direct request and the need of the municipal partners to contractually strengthen the cooperation on the Integreat app.

In the meantime, the Digital Factory has developed into a consulting and service organization for various digital projects in the social and public sectors. In our daily work, we pass on the experience and expertise gained through many years of cooperation with institutions in both fields to our partners and like-minded organisations. The network that has developed over this time is an important foundation for our activities and enables us to share resources and, in the next step, make them available to others.

The Digital Factory sees itself as a pioneer for the positive development and opening of public and social institutions through the use of digital solutions.

We support this with all our activities. Due to its special relevance and influence on the effects-oriented way of working, the Integreat app will be presented in more detail in the following.

2.4 The special role of the app Integreat

The heart of the Digital Factory is the information app Integreat. This offer - which was originally developed for fugitives - is today aimed specifically at newcomers who want to inform themselves and orient themselves independently in their new environment.

Even on the run, the smartphone is often the only way for people to get in touch with their family and home. Even in Germany, the majority of people with an escape background have access to a mobile phone. Nevertheless, most of them do not have access to mobile data networks upon arrival, but only to public WLAN hotspots. In contrast to a large number of existing websites with information, an app platform with offline caching can not only consolidate the information, but also retrieve the content outside of public hotspots.

Based on this problem, the idea to create Integreat arose. A mobile app for people who come to a foreign culture through flight or migration. Integreat enables the simple flow of information between municipalities, aid organisations and people with a refugee or migration background - whether in a municipality or a rural district. Integreat thus provides fugitives and other newcomers with important everyday information in a free, multilingual app that can be used offline and forms the basis of a digital service ecosystem in municipal integration work in the long term. The contents are maintained by local initiatives under local administration. Our solution is free, transparent and non-profit.

The core of the solution is a mobile application (frontend) in combination with an intuitive information management system (backend). If a municipality, county or association decides for Integreat, they get their own mobile app, which contains a Germany-wide valid template in several languages, which the municipality can then supplement with local information. A further offer is the integrated web app with the help of which multilingual content can also be accessed via a website or search engines. The additional PDF function makes it possible to print the current status of the information at any time and thus also reach those without a smartphone or computer. In contrast to other solutions on the market, Integreat unfolds its effect locally, but at the same time is almost unlimitedly scalable. The location of information for fugitives is so important because processes and responsibilities of institutions often differ within the same state or even the same

county. The accuracy and up-to-dateness of the information is guaranteed by the fact that the contents are created by the persons on site and not by an external service provider. The Integreat team can thus concentrate on its strengths of further developing the platform and app, integrating new functions and advising local authorities and districts.

Launched in November 2015 with Augsburg as pilot city, by the end of 2017 about 40 municipalities and districts were already working with Integreat on an improved information supply for the fugitives on site. Despite the success with Integreat as a local orientation helper during and after the arrival in the new homeland, Integreat is supposed to become a complete, digital integration helper in the long run, which goes beyond the provision of the local information so valuable at the beginning. In discussions with experts from practice - in particular the Tür an Tür e.V. - and our users - the newcomers - four subject areas crystallized, for which Integreat has since developed corresponding digital support offers. These "four pillars of integration", as they are called by Integreat, are (1) language, (2) housing, (3) work and education, and (4) participation. The aim is to master the path to becoming a digital integration helper with an optimal mixture of in-house development and integration of offers from other providers. With the internship and apprenticeship exchange of the IHK, the apprenticeship radar of the HWK, the literacy tool Serlo ABC, the internship exchange for fugitives "Sprungbrett into Work" for Bavaria, important extensions have already been integrated into the app.

The Integreat project offers volunteers throughout Germany the opportunity to work on a social open source project, to test their skills and as a diversified team to contribute to improved integration in our society. The digital factory offers the organizational structure to ensure the necessary freedom and security for the employees in the project. In the long term, further independent projects are to be developed and promoted according to the Integreat model.

3. The effect of Tür an Tür - Digital Factory gGmbH

3.1 An inclusive answer to a complex challenge

The open shaping of our society and the associated facilitated integration of newcomers are complex challenges to which no one-sided answer can and should be given by a single institution. Our self-conception as an organisation is strongly based on cooperation with other actors in the network. With our work, we are committed to combining and harnessing dif-

ferent resources in the field of integration work. Networking with long-established institutions in this field and municipal administrations creates special synergy potential, which is tapped by the digital factory. We pass on expertise, create structures through information and technology transparency in order to make common content and technologies usable and also make them available through our organization.

In order to be able to present the effects of the individual activities below, it is necessary to take a differentiated look at our most important customers and users. A distinction is made here between the newcomers, as users and recipients of the services, and the local authorities as customers and partners in the development of corresponding services, as well as actors in intramunicipal and intermunicipal networks.

3.2 Newcomers - Our users

In the first place in the strategic development and the work in the individual projects of the digital factory stand the needs of the newly immigrated people in Germany. It explicitly includes refugees and people with a migrant background. Even though the founding of the organisation followed in reaction to the immigration of many refugees in 2015, we experience in our daily work the special need for digital support services for the integration of all people coming to Germany from abroad. The expansion or opening of the primary target group for the offers of the digital factory becomes particularly clear in the external communication for the Integreat app. While at the beginning the Integreat app was declared as an offer for "asylum seekers", the development went from "refugees" to "fugitives", from "people with a migration and flight background" to the current status of "newcomers". A clear distinction between refugees and other migrant groups is fundamentally problematic - and not absolutely necessary for the work of the digital factory - since the flight situation often entails further migration movements. Accordingly, today we design our offers openly to individual local design in order to best meet the challenges on site.



Development of the target group from 2015 to 2017

3.2.1 Services (Output)

Our services for the target group of newcomers in 2017 refer on the one hand to the Integreat app, the operation and technical development of which is guaranteed by the digital factory.

Secondly, in 2017, two refugee shelters in Augsburg were equipped with integrated Internet access. The WLAN network operated by us can be used by the residents of the accommodation for 5 euros a month. Often there is no (stable) Internet connection in the reception facilities for refugees. However, this is essential in order to maintain contact with the home country and the family and to be able to acquire information on rights and opportunities in Germany (e.g. training opportunities or asylum law) independently and responsibly.

These services have a direct impact on the target group. They have a direct influence on the accessibility and transparency of information, in this case in the form of online information offers. At the same time, the independence of the new immigrants is strengthened, as they are enabled to gain an overview independently of local persons and institutions. In addition, information obtained via a digital path can be used in everyday life as a bridge function to real personal contacts. Digital offers represent a bridging function, which succeed in exerting a concrete influence on the reality of life of the users. For example, a counselling centre found online is actually visited and a counselling interview takes place. This reference to reality is particularly important for the effect of digital offers on integration, as it actually influences the reality of the user's life. The extent to which the short-term impacts described in this section are already measurable for the target group is examined in the following chapter.

3.2.2 Intended effects (Impact)

The long-term impact of our activities on the target group of newcomers must be viewed differently from the short-term effects highlighted in the previous chapter, but is promoted and set in motion by these effects. With this long-term impact, only assumptions can be made as to whether and to what extent these will unfold through the activities of the digital factory. At this point, there is no need to assign measurable developments to individual actors or organisations in the sense of impact-oriented action and thus create artificial competition. If real change is to occur in existing structures, this is a task for networks and can only occur within the framework of cooperation and shared use of resources. Nevertheless, the designation of the desired effect on society as a whole is decisive for the strategic development of the organisation and the cooperation with our partners. Together with like-minded institutions and actors, long-term changes can be brought about ("smart networks").

Through the activities of the Digital Factory, social participation is to be made possible for all people in Germany. Participation is the ability, ability and responsibility to shape the society in which we live. When people are excluded and isolated from society, they cannot meet their needs and use the opportunities they have. A society that enables participation and participation by all people can plan and realize general goals taking into account the various interest groups. If certain persons and groups are excluded, important constituent parts are missing. The understanding of participation on which this argumentation is based refers to participation in political and cultural life as well as all forms of work and the availability of adequate housing. All these areas influence each other and the dependencies are complex. The possibility of participation in cultural, social, political and professional life is one of the most important prerequisites for achieving equal opportunities. The Digital Factory is currently concentrating on the participation of newly immigrated people, as this is an acute challenge in today's society and at the same time has long-term relevance. Nevertheless, we are aware that other interest groups also have a need for offers to improve participation and are happy to support organisations and actors who are committed to these.

3.3 Municipal administrations - our partners and customers

The cooperation with already established institutions that are strongly anchored in the political system, such as the municipal administrations (cooperation instead of competition), offers a high synergy potential due to the different competences for our social start-up and is therefore the primary strategy of the company.

We distinguish between cooperation at the municipal level on the basis of the different approaches to intra-municipal cooperation (within the municipality or rural district) and inter-municipal cooperation (in the exchange of different municipalities and rural districts). The benefits and short to medium-term effects differ on the one hand, but contribute to the same effect on the other.

3.3.1 Intramunicipal cooperation

First of all, intramunicipal cooperation will be discussed in detail. Within the municipality, various institutions and bodies are concerned with the integration of new immigrants. There is great potential in the communication and cooperation between these different actors, but there are currently hardly any points of contact. A neutral platform for collaboration and regular networking meetings often do not exist.

At the same time, there are various offers, projects and points of contact for newly arrived people at the local level. Collecting these centrally and presenting them clearly is an important task which not only benefits the newcomers directly, but at the same time makes it clear to the integration actors which offers are available and at which points there may still be gaps (transparency). Providing a neutral platform and an opportunity for exchange are important prerequisites for strengthening local cooperation in the long term and thus effectively shaping integration work. With the use of the Integreat app and the cooperation with the digital factory, local integration actors show strong initiative. They thus serve as a lighthouse and motivator for further digital projects in the region. Thus the effect of the digital factory unfolds in the intra-communal context on the entire administrative structure.

3.3.2 Intermunicipal cooperation

Not only the intra-communal component is an important component in the work with the municipal partners of the digital factory. The networking of the individual municipalities with each other also offers great potential to promote the long-term effect. Despite its local character, the Integreat app in particular represents an important link between the various active communities throughout Germany. By working on a nationwide platform that nevertheless reflects local differences, know-how and experience are exchanged and resources shared. In the intermunicipal cooperation, which for the partners of the Integreat app is explicitly expressed in the sharing of content, translations and technology, the participating community offices experience direct advantages of Creative Commons and Open Source as collaborative approaches. The tangible success creates trust and strengthens the nationwide network. In this way, long-term changes in the social perception and use of licensing and ownership rights can be achieved.

3.3.3 Our services and intended effects on site

For the target group of municipalities, the Digital Factory primarily acts as an innovation guide. Digitisation in municipal administration and in particular in integration work is a complex challenge that hardly any young companies with technical knowledge can take up. Nevertheless, the possibilities of digital innovation are particularly great here, because the pressure exerted by digitalisation through changes in user behaviour and the expectations of citizens on offers does not stop at official offers. With its claim of neutrality, the Digital Factory advises municipalities on the implementation of technical solutions, networks and mediation.

With the neutral and easy-to-use information platform Integreat, the Digital Factory provides an opportunity to expand cooperation within and between municipalities. On-site workshops also contribute to networking and serve to introduce the technology to target groups. The workshop concept will be further expanded in 2018, not only to cover content and technical developments, but also to support them in a broader context. For example, the results chain will be examined more closely on site and marketing measures will be worked on together. In cooperation with the nationwide operating digital factory, municipal actors recognize synergy potentials and learn from each other together.

4. Resources, performance and impact over the reporting period

4.1 Resources used (Input)

Financial resources in 2017 comprise personnel costs of 74,116.39 euros and material costs of 25,487.52 euros. In 2017, a total of EUR 99,603.91 was used to further develop the organisation and improve integration work throughout Germany.

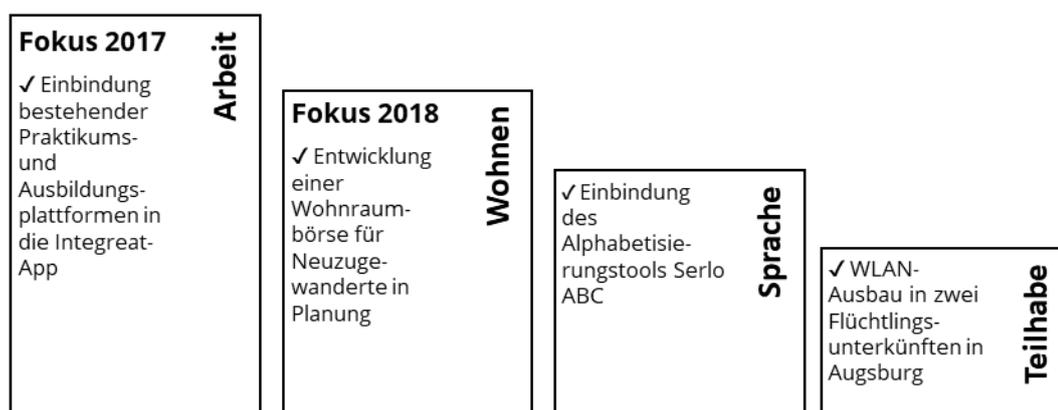
With a fluctuating number of about 20 very committed volunteers, the time resources are estimated at 5,600 hours. A large part of the volunteer work contributed to the technical development of the Integreat app. As a positive development compared to the previous year, it can be observed that some committed volunteers could be taken over into an employment at the Digital Factory.

4.2 Services and effects provided

Building on last year's achievements and impacts, the Digital Factory made further progress in 2017 for the primary target group of newcomers and at the municipal level. At the end of 2017, the Integreat app 30 municipalities and districts in Germany will be available and will help to successfully shape the information transfer to newcomers. The increase in the number of active Integreat instances on the one hand has an effect on the target group of new immigrants, since a larger proportion of them can be supplied with local information by Integreat. On the other hand, the local partners of the Digital Factory in the intermunicipal sector also benefit from the growing number of active Integreat instances, as the platform for exchange grows and more content and translations are produced, which in turn can be used jointly. Furthermore, in 2017, a new, more user-friendly design was implemented for the Integreat app, which makes it easier for newcomers to

search for information and responds to their needs. A nationwide "Germany Template", which will be made available to all Integreat communities and will be completed in 2017, simplifies the initial filling and structuring of the Integreat app with local content, which will be added.

At the same time, new offers could be created within the Integreat app in order to better serve the "work" integration area. Users of the app can now directly access the IHK's internship and apprenticeship exchange, the HWK's apprenticeship radar and the internship exchange for fugitives "Sprungbrett into Work" for Bavaria. The results are filtered on a local basis and thus represent an important bridging function for contact with local training, internship or workplaces. One The municipalities do not incur any additional costs for nursing care, as the data is supplied directly by the labour market partner. With regard to the four pillars of integration, which are to be served in the long term by the offerings of the digital factory in order to facilitate the integration of newcomers into the host society, important progress was thus made in the area of work in 2017. In 2018, the residential segment will be expanded through the development of a housing exchange. Despite the annual focus on a part of the integration, the interdependence of the individual areas is always considered in the strategic development of the digital factory and, if possible, offers are created in all four parts. At this point, the complex presentation on the basis of an effects chain was deliberately omitted and instead the presentation on the basis of the "Four Pillars of Integration" was used. The allocation and the progress made in the individual areas thus become clear at first glance.



The four pillars of integration

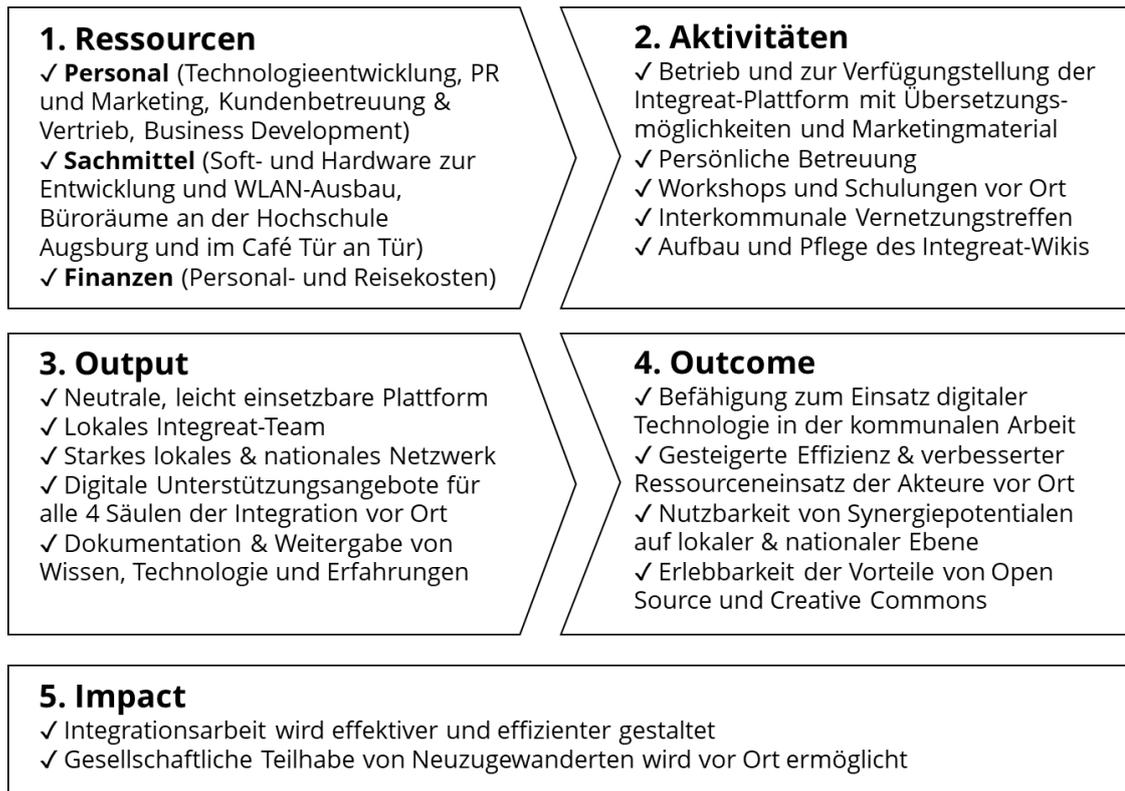
The first Integreat Dialogue Forum was held in 2017 to improve the impact at intermunicipal level. A municipal conference with representatives from 8 different Integreat partner municipalities, who exchanged ideas with our team, each other and our translation partners. This offer was received very

positively and evaluated accordingly. To simplify the local marketing of Integreat, individual press releases were made available in 2017, which can be used locally if required, as well as local . Further marketing material will be made available in 2018 in the form of a comprehensive marketing kit. In addition to the Integreat project, a local project was completed in Augsburg in 2017. Since 2017, the Digital Factory has already been providing WLAN access for residents in two communal accommodations and can thus promote free information retrieval. Accommodations which could not be supported by Freifunk or similar initiatives due to fire protection or required service requirements were retrofitted and are now in operation. Also in the Augsburg area, the Arrival Kit was implemented for the first time at the end of 2017 and will be distributed to newcomers from spring 2018. The Arrival Kit is a modular welcome folder for fugitives in an attractive design. Included are a map of the city of Augsburg, a vocabulary, a compact information brochure on asylum topics and an orientation guide to everyday life in Germany. In cooperation with the Digital Factory, the concept can be implemented throughout Germany and help to offer a first orientation and to live a welcome culture.

The impact-oriented reporting and work in the digital factory has been systematically pursued and documented since the beginning of 2017. In order to make the impact more measurable, in 2018 various mechanisms such as requirements queries will be implemented at our municipal partners. To create a demonstrable effect is an important concern and should be pursued vigorously in the long term.

4.3 Presentation of the impact logic

In order to strengthen integration work at the municipal level and thus achieve a direct impact on the target group of new immigrants, the digital factory uses the local network of municipal administration and regional actors. The impact logic is strongly based on this regional approach and is therefore related in detail to municipal cooperation.



Effect logic of the digital factory

4.4 Measures for accompanying evaluation and quality assurance

4.4.1 Integreat Dialog Forums

In November 2017, the first Integreat Dialogue Forum on Intercommunal Exchange was held at the TU Munich with the support of the Chair of Business Informatics at the TU Munich. In the plenum, various topics were discussed, including experience reports from already active Integreat communities, translations and simple language in the app, local cooperation and possibilities for making the offer known to the primary target group - the newcomers. This direct exchange with the municipal partners, who use Integreat as an integration helper in their daily work, was not only decisive to promote inter-municipal networking, but also an important means of evaluating the offer and ensuring that the quality meets the changing demands in the long term. In an open discourse, the municipal representatives were able to think ahead with their local impact chain. In the long term, the advice provided by the digital factory should enable local authorities in Germany to use and exploit their services in an impact-oriented manner. In contrast to traditional consulting services, our measures are designed to ensure the consistent impact of our joint activities and to enable local authorities to record and, if necessary, measure their own impact logic. Integreat is an important begin-

ning for this. The Integreat dialogue forum has provided qualitative information on the current needs and where the digital factory can provide support. The event itself was then evaluated in the form of a short feedback form and due to the very positive feedback and the desire for repetition, Integreat dialogue forums will become a regular part of the work of the digital factory from 2018.

4.4.2 Scientific Evaluations

Since the foundation of Tür an Tür – Digital Factory in the summer of 2016, great importance has always been attached to the accompanying scientific evaluation and further development of the offers, in particular the Integreat application. Anja Ginzel's master thesis on the market analysis for mobile refugee offers with specific analysis of the Integreat information platform is to be regarded as particularly relevant for further development and accompanying evaluation. Sebastian Siepe's master thesis is also worth mentioning, in which the design of the Integreat application was tested for its user-friendliness, user experience and intercultural communication. This has resulted in recommendations for action for our developers and designers in order to realize the aforementioned need-oriented design. Baptiste Engelhaaf illuminated various apps for refugees in his award-winning thesis. Among other things, his work scrutinized Integreat and established important indicators to measure the impact of the app.

The constant further development of the application is also elementary for quality assurance in the digital sector. In this context, papers such as Julian Orth's bachelor thesis on "Integrating the functional field of the labour market into the refugee app Integreat" are worth mentioning. Above all through the prototypical development of an interface to an existing labour market offer in its work, partners such as the Chamber of Industry and Commerce (IHK), the Chamber of Industry and Commerce (HWK) and the Association of the Bavarian Economy (Vereinigung der Bayerischen Wirtschaft) could be convinced much more quickly of the practical benefits of cooperation. Also in the future the scientific foundation of the work of the door to door - digital factory will be central component of the enterprise strategy. In addition to scientific work, the factual report on the implementation of the funding programme "Integration through Qualifizierung - IQ" (MigraNet) for the year 2016 also serves to ensure continuously good and goal-oriented work.

Various publications of the Chair of Business Informatics also represent an important scientific basis for all strategic, technical and content-related further developments. The publications on the subject of Platform Governance presented at ECIS 2017 in Guimarães, Portugal, and available for download on our website, can be found here. Gaining this external perspective is crucial in order to be able to work as a digital factory with long-term impact.

5. Planning and outlook

5.1 Planning and Goals

In 2017, the topic of work was at the centre of the content and strategic orientation of the Integreat app and thus also of the digital factory. In order to create long-term offers for all four areas of integration - language, housing, work and participation - the Digital Factory will focus next year on the challenges arising from the scarcity of housing in large cities and the long periods of time spent in shared accommodation by refugees who are entitled to move out. The plan is to implement a housing exchange for fugitives according to the Passau model, a model concept promoted by the Free State of Bavaria from the district of Passau, which is intended to increase acceptance among landlords and to offer rental properties especially for fugitives. Especially after the escape experience, an own apartment is very important to calm down in a new society and to start a new life with education or work in Germany. In addition, language course offers are to be made visible directly in the Integreat app in order to reduce the barriers to participation and learning the German language.

Answering the question as to how far trust in digital services can be increased and secured among the target group is a further goal for the years 2019 and 2020 and should be considered concretely at the level of scientific evaluation.

On the municipal cooperation side, the analog offer for networking the partners of the digital factory is to be continuously expanded. After the first Integreat Dialogue Forum in November 2017, which was very well received by the municipal representatives present, a major exchange is to take place in the centre of Germany in 2018. The digital factory is to be perceived more as a consultant for digital projects and to assist with technical developments.

The Integreat project has already been implemented with great success in many parts of Germany. The experience gained from this success story will in future be used for new projects that will be launched with the support of

the Digital Factory. In order to pass on the knowledge not only within the organization, all technical, organizational and strategic, as well as impact-oriented approaches will be mapped in an openly accessible wiki. This not only helps our partners in the practical work with the Integreat app, but can also serve other like-minded organizations as a guideline and example. We have set ourselves the goal of making our processes as transparent as possible. as possible in order promote cooperation between society as a whole and to make resources openly usable.

5.2 Influencing factors: Opportunities and risks

The task of integration in the media and politics continues to be strongly addressed and discussed. It can therefore be foreseen that the next few years will also bring many developments in the working environment of the digital factory. It is therefore crucial for the most important actors in integration work - the municipalities and rural districts - to create means and ways that increase flexibility in order to adapt quickly and agilely to future developments. Offers for the long-term support of newcomers and the ultimate integration into the host society are decisive here.

At the same time, the topic of EU migration is being given greater focus in local integration work. The expansion of the target group of integration measures and offers represents a great opportunity for the digital factory. Right from the start, the projects and offers of the digital factory were conceived as openly as possible and can thus be adapted to new target groups. For example, the Integreat app does not limit the number of possible translations and the content can be individually adapted to the local population composition.

In addition, the digital factory is also in a constant state of change as the organization grows and new projects are added. Thus, the expansion of the team, as well as the growing organizational effort is an accompanying challenge. It is important to recognize these changes at an early stage, since they offer great potential for the digital factory if properly prepared, but can also involve a very great risk in the case of indulgence, as in any young start-up. Strategic organizational development will therefore play an important role in the work of the digital factory in the future. With the foreseeable growth, the organizational challenge of a clear division of responsibilities and documentation of work steps of a virtually working team arises. Currently there is a spatial concentration in Bavaria and regular meetings (every three months) are possible. This will change as the size of the organisation increases and the team will continue to spread. This challenge is re-

inforced by the composition of the team of full-time employees with different working time models and volunteers who work different speeds. Here it is important to network skillfully and assign tasks and responsibilities clearly so as not to jeopardise cooperation within the organisation. This challenge is to be countered by a clear distribution of responsibilities and reliability at the coordinating level. The correct management of the digital factory and the Integreat project are also crucial in the maturity phase of the organisation. In the future, Integreat and other projects be developed and supported to meet the many challenges of integration.

6. Organizational structure and team

6.1 Organizational structure

The team of approximately 35 people consists mainly of volunteers. In addition, the Digital Factory can fall back on the work of six full-time employees and 8 honorary employees in 2017. According to the idea of "Community Engagement", a few full-time employees coordinate a large number of volunteers at the Digital Factory. The various work areas are covered by larger or smaller teams as required. A large part of the staff is studying and due to the changing circumstances in this phase of life there is a certain fluctuation within the project organisation, which already exists since the beginning of the Integreat project in April 2015.. People who have been part of the team and project for some time serve as consultants and take care of the training of new employees. Full-time employees serve in the individual work areas as accountants and contact persons for ambiguities and operational challenges with deadlines. At the quarterly happening conferences of the Digital Factory all employees can meet and discuss current tasks, challenges, needs and developments as well as strategic milestones and goals define. In this way, good cooperation and a common organisational culture will also be maintained in a virtual organisation whose members cover different parts of Germany.

6.2 Cooperations, partnerships and networks

For historical reasons alone, the shareholders of the Digital Factory also play a central role in the area of partnerships, cooperations and networks. Through the main shareholder, the "door to door - living and working together" association, there is a strong network with integration projects in Augsburg. The association has existed in Augsburg since 1992 and since then has been involved in regional projects for the opportunities and rights of migrants. The sister company of Digital Factory, Die Tür an Tür - Integrationsprojekte gmbH, is the interface to the nationwide IQ network and the

Bavarian MigraNet state network, which is coordinated there. Apart from the financial support of the network, the Digital Factory benefits from the know-how gathered from over 400 sub-projects throughout Germany in the field of the integration of migrants into the German labour market.

The other shareholders, employees of the TU Munich, not only contribute their expertise in the field of software architecture, but also regularly open up their contacts in the national e-government scene and to other research institutions. Furthermore, the Chair of Business Informatics is still the host of the quarterly conferences of the Integreat project, research partner for various problems of the digital factory and supervisor of theses in the context of the activities of the digital factory. The digital factory is regularly involved as a practical partner in courses and seminars.

In the course of 2017, partnerships with the Vereinigung der Bayerischen Wirtschaft e.V. (Association of the Bavarian Economy) for the internship exchange "Sprungbrett into work", and with the Chamber of Crafts for the "Apprenticeship Radar". These platforms could be integrated into the Integreat app via interfaces without the need for resources from the digital factory for new developments. The resulting cooperations increase the impact on all sides.

The partnership with the translation agency tolingo showed its potential in the past year through greater use by municipalities and counties. The strong growth of the "Translation Memory" helps local authorities and districts to achieve significant savings in the purchase of translation services. As a result of this successful cooperation, the existing framework agreement is to be replaced and renewed with a broader range of languages and further improved conditions.

The digital factory was a selected participant in the "Participation forge" of Ashoka Germany's "Engagement mit Perspektive" programme. Together with other social enterprises, the impact orientation of the respective activities was put to the test. The basic orientation of the strategies of the digital factory is shaped by this exchange. As alumni of the program, the Digitalfabrik is also part of a large network of companies with the same values and visions. The Digital Factory is also a member of the network Unternehmen integrieren Flüchtlinge (NUiF), a service network of the Deutscher Industrie- und Handelskammertag (Association of German Chambers of Industry and Commerce), to exchange best practices and ideas with employers and employer experts on the employment of refugees.

The cooperation with Serlo Education e.V. that was implemented in 2016 was continued and deepened in 2017 to such an extent that an exchange

on organisational structures and possible development partnerships was stimulated.

7. Organizational profile

7.1 General information

Name	Door to door - Digital Factory gGmbH
Seat of the organisation according to statutes	Augsburg
Founding	22.06.2016
Legal form	gGmbH
Contact details Address Phone email Website (URL)	Wertachstr. 29 86153 Augsburg +49 (0) 821/90799-0 digitalfactory@tuerantuer.de www.tuerantuer.de/digitalfabrik/
Link to the statute (URL)	https://tuerantuer.de/wp-content/uploads/2017/05/Gesellschaftsvertrag_TATDF_final.pdf
Register court	Tax office Augsburg-City
Register number	HRB30759
Date of registration	03.05.2016
Information on non-profit status in accordance with §52 of the German Tax Code (Abgabenordnung), date of notification of assessment, issuing tax office, declaration of non-profit purpose	Non-profit status according to §52 tax code determined on 13.09.2016 by tax office Augsburg-Stadt Non-profit purposes are according to the statutes: International convictions, tolerance in all areas of culture and the idea of international understanding, help for politically, racially or religiously persecuted, for refugees and displaced persons.
Number of employees	34

of which full-time	6
of which fee-based	8 (1xPR, 2x design and marketing, 5x technical development)
of which honorary	20

7.2 Governance of the organization

7.2.1 Management body

The Digital Factory is represented externally by Daniel Kehne and Fritjof Knier as equal managing directors. Both managing directors have sole power of representation and perform this task on an honorary basis. Daniel Kehne was born in 1990 in Ahlen, Westphalia. After graduating from a technical grammar school, he completed a dual course of study in the IT division of Siemens AG. From In 2012 he worked as a process consultant for the French IT group Atos. From 2014 to 2017 he studied Finance & Information Management at the University of Augsburg and TU Munich. In April 2015 he started the project Integreat and took over the task as managing director together with Fritjof Knier with the foundation of Tür an Tür – Digital Factory.

Fritjof Knier was born in 1990 in Heide. Following his dual studies in business administration at the European University of Applied Sciences Rhein/Erft, training as an industrial clerk at the Neuman & Esser Group and an internship at the management consultancy INVERTO, he began his studies in Finance & Information Management at the University of Augsburg and the Technical University of Munich in 2014. In November 2015, Fritjof Knier joined the Integreat project as project manager and took over one of the two managing directorships with the foundation of Tür an Tür – Digital Factory. Daniel Kehne and Fritjof Knier jointly manage the door-to-door digital factory. Daniel Kehne assumes the role of spokesman and is responsible for all network activities and strategic partnerships. Fritjof Knier is responsible for Finance, Human Resources and Organization.

7.2.2 Supervisory body

The shareholders' meeting adopts the annual financial statements, triff Resolutions on the appropriation of profits and approves the actions of the management. The shareholders' meeting meets once a year and consists of the board of the "Door to Door - Living and Living Together" e.V., namely in 2017 Christine von Gropper, Thomas Körner-Wilsdorf, Matthias Schopf-Emrich, Helmut Schwering and Dr. Stefan Wagner, as

well as Prof. Dr. Helmut Krcmar, Dr. Manuel Wiesche and Maximilian Schreieck from the Chair of Information Systems at the Technical University of Munich.

7.2.3 Conflicts of interest

There are no personnel overlaps between the management and supervisory bodies. The managing directors are not shareholders. At the express wish of the management, the shareholders contribute to the day-to-day business at irregular intervals with suggestions regarding content.

7.2.4 Internal control system

Fritjof Knier is responsible for monthly controlling. Expenditure is decided jointly by both managing directors, invoices are also audited by both.

7.3 Ownership structure, memberships and affiliated organisations

7.3.1 Ownership structure

The share capital of the door-to-door digital factory is 25,000 euros. The main shareholder of Tür an Tür - Digitalfabrik is der Tür an Tür - wohnen und leben e.V., which holds 70% of the shares. The association is represented externally by the fünfköpfigen executive committee. The remaining 30% are held by individuals who were already involved at the beginning of the Integreat project and all belong to the Chair of Information Systems at the Technical University of Munich. This is the chair holder Prof. Dr. Helmut Krcmar (14% of the shares), research group leader Dr. Manuel Wiesche (8%) and PhD student Maximilian Schreieck (8%).

7.3.2 Memberships in other organisations

The Digital Factory is not a member of any other organization.

7.3.3 Related organisations

The door-to-door digital factory is not affiliated with any organizations and holds no shares of other organizations.

7.4 Environmental and social profile

The Digital Factory awards employment contracts with a minimum number of vacation days to be taken. This enables the greatest possible flexibility of the employees and the greatest possible self-determination by the employees.

- Work places can be freely chosen by the employees and are equipped from door to door - digital factory in the best possible way, within the scope of the available possibilities.

- The employees are completely free to choose their working time. At the same time, regular coordination meetings ensure the best possible networking of the workforce.
- Traveling door to door - digital factory are usually undertaken with the public local and long-distance transport (2nd class). Only in exceptional cases will the car and airplane be taken.
- The staff and the shareholders are informed of all relevant events by monthly summaries by the managing directors.
- Trend-setting strategic decisions are made in the individual projects of the Digital Factory by full-time and honorary employees together.
- Full-time employees and highly committed volunteers receive separate professional and personal/organisational mentors (possibly also independent of projects).

8. Finance and accounting

8.1 Accounting and financial reporting

The accounting of the Digital Factory is carried out by the tax consultant Evelyn Zuber, Augsburg (external), who is also responsible for the preparation of the annual financial statements and the balance sheet. The financial statements for the year 2017 will not be prepared until the end of this year, but we will estimate the income and expenses for the year 2017 here.

8.2 Revenue and expenditure

Currency, Unit	2016
Ingestion	
1. Revenues	41.157,22
of which from public contracts	0,00
2. Donations	63.957,73
of which from public authorities (grants)	63.957,73
3. Contributions	0,00
4. other income (prize money, donations)	13.845,19
Total income	118.960,14
Expenditure (if you have less than 500.000 Euro total revenue)	
B1. Personnel costs	74.116,39
B2. Material expenses	25.487,52
4. Financing costs	0,00
5. Taxes	0,00
6. Other expenditure	0,00
Total expenses	99.603,91

Annual result (revenue less expenses)	19.356,23

8.3 Financial situation and planning

8.3.1 Revenue and expenditure

In 2017, the target of covering 50% of costs by own revenues, which was proclaimed in 2016, was approached. The rate in 2017 is over 40 %. The goal of generating revenues through a more diversified project portfolio was also successfully achieved in the past year.

Turnover with the Integreat app, primarily through the conclusion of service agreements with local authorities and districts, accounted for only 60 % of all income with around 25,000 euros.

Almost 80,000 Euros were spent in the context of Integreat. It should also be noted, however, that personnel costs are primarily allocated to this project and are not broken down exactly into the different projects. A more precise breakdown will be considered for the financial year and the corresponding impact report for 2018.

In 2017, two shared accommodations in Augsburg were equipped with urgently needed WLAN infrastructure. For an amount of 5 Euro, the residents receive one month Internet access at a reasonable and sufficient speed. In this project almost 3.000 Euro were earned.

On the other hand, investment costs for the necessary infrastructure and running costs for the Internet connection amount to almost 6,000 euros. As already mentioned, no personnel costs were taken into account here which were not paid to a scant extent.

The "Arrival Kit" project also started in the fourth quarter. The project implementation in the pilot city of Augsburg was accompanied in an advisory capacity. In addition, first sample copies were printed for other interested municipalities and districts and for their own acquisition. Here, 5,300 euros of income is offset by about 5,500 euros of expenditure, including one mini jobber position per month.

As a further project field, the Digital Factory has developed the consulting and implementation of websites of cooperating organisations. In the past year, 7,500 euros were raised here or around 6,000 euros were spent on project implementation through the use of honorary staff.

Other smaller digital factory projects, such as maintenance work, etc., generated income of EUR 500, which was, as expected and requested, very small, so that the deliberate focus on the aforementioned project areas is also reflected in the business figures.

8.3.2 Source of funds

Funding from the IQ network continues to make a significant contribution to cost recovery. Behind the 64,000 euros in funding, there are mainly two part-time positions as well as funds for material costs (hardware, software, translations) and any fees required.

In addition to the figures listed here, the digital factory receives a personnel grant for the Integreat project from the German Academic Exchange Service (DAAD) in the form of three student assistant positions (SHK) via the "Welcome - Students Commit to Refugees" programme. The partner universities are the University of Augsburg (one position) and the Technical University of Munich (two positions).

8.3.3 Outlook

The positive business development around the turn of the year 2016/17 enabled the creation of a further part-time and a mini-jobber position. In addition, the Public Relations and Technical Development divisions were more strongly staffed by honorary staff.

The positive annual result is also marked by the unplannable prize money and donations, which are to be invested in the following year in the expansion of the full-time staff. An additional part-time position and two additional 450 € positions in technical development will be created, which are already filled. The cost structure is still to remain such that about three quarters of all expenditure will remain in the personnel area, so that the innovative strength of the digital factory is not only maintained, but can continue to increase.