

Tür an Tür



Impact Report 2025

Tür an Tür – Digitalfabrik gGmbH

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1 Introduction

1.1 Vision and Approach

1.1.1 Our Vision: Digital Innovation for a Diverse Society

Tür an Tür – Digitalfabrik gGmbH develops digital solutions to support and simplify integration processes.

Our vision is a world in which every person – regardless of origin, language, or life situation – can realize the full potential of their own abilities and has access to education, employment, and social participation. We build digital bridges that connect people with refugee and immigrant backgrounds to German society, transcending language barriers. We open doors for urgently needed skilled workers, who can thus contribute to an inclusive, diverse, and sustainable workforce.

Our platforms and solutions are more than just tools – they are pioneers of a welcoming new culture, in which integration is not only made possible but actively promoted. We offer people the chance to contribute to an environment that values them and recognizes their individual abilities. We envision a future in which diversity is embraced as a strength and is shaped collectively by all members of our society.

We are convinced that when people arrive in a supportive environment where they can learn and grow, not only do they benefit, but so does society as a whole. By providing access to knowledge, education, and work, we make a decisive contribution to an inclusive, sustainable, and resilient future.

Our goal is to empower millions of people by 2030 through digital innovations, enabling them to actively shape our working and living environments, and thereby establish Germany as a country of welcome and opportunity.

Together, we build bridges, open doors, and create opportunities – for a society that embraces diversity as its greatest strength.



1.1.2 Our Approach: Partnerships and Open Source

In developing and implementing our offerings, we collaborate with established institutions that are deeply rooted in the system and also connect us to our target groups. Our partners include local governments and social welfare organizations. Due to our diverse areas of expertise, this collaboration generates many synergies. As a result, partnerships are a vital part of our social enterprise's strategy.

In working with various partners, Tür an Tür – Digitalfabrik primarily acts as an innovation advisor. Committed to political and economic neutrality, the organization provides guidance on implementing technical solutions, facilitates networking, and acts as a common ground. Workshops further contribute to successful collaboration and serve as an introduction to the technologies being used.

To make scalability and collaboration as easy as possible, we rely on Open Source technologies and use Creative Commons licenses in our work. In this way, we lower barriers and technical hurdles to simplify the collaboration described above and establish it on a sustainable foundation.

We are convinced that when public funds are invested in the development of software or content, these should also be made available to the public, such as other municipalities. Through our contribution, we aim to contribute to systemic change in the spirit of the *"sharing economy"*¹ and to a long-term shift in the perception of and approach to licensing and ownership rights.

1.2 Subject of this report

Scope	This report covers the activities and projects of Tür an Tür – Digitalfabrik gGmbH.
Reporting period and cycle	We report on our work in 2025. Tür an Tür – Digitalfabrik publishes an impact report annually.
Application of the SRS	In this report, we follow the guidelines of the current version of the Social Reporting Standard (SRS), as of 2014. This is the ninth annual report prepared in accordance with the SRS.
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¹ Socioeconomic system for the shared use of resources

2 Social Context and Setting

2.1 Integration as a Multidimensional Process

Germany is a country of immigration. According to the latest migration report (as of April 2026), approximately 21,2 million people with an immigrant background were living in Germany in 2024, which corresponds to about one-quarter of the population. In 2024, 1.694.192 people arrived in Germany for the first time.² Whether and how quickly these people can participate on an equal footing in education, work, and social life is one of the central questions for the future viability of our society.

Such participation requires successful integration processes at various levels. In their framework, Harder et al. (2018) distinguish the following six dimensions of integration:

- *navigational integration*: the ability to find one's way within the system (for example, when dealing with government agencies, visiting doctors, or looking for a job)
- *linguistic integration*: learning the local language
- *economic integration*: access to work and income
- *social integration*: networks and contacts within the host society
- *psychological integration*: well-being and a sense of belonging
- *political integration*: rights and opportunities for participation³

When people are able to navigate their new environment independently, learn the language, find work, and build social relationships, and when the conditions for living according to their own aspirations and for political participation are in place, equal participation emerges.

However, there are numerous barriers that can hinder or delay the integration process. The following chapter discusses existing barriers related to the various dimensions of integration without claiming to be exhaustive and, where relevant to the project landscape of Tür an Tür – Digitalfabrik, addresses existing services and their limitations.

² Bundesamt für Migration und Flüchtlinge. (2026). Migrationsbericht der Bundesregierung 2024. <https://doi.org/10.48570/bamf.fz.mb.2024.d.2026.migrationsbericht.1.0>

³ Harder, N., Figueroa, L., Gillum, R. M., Hangartner, D., Laitin, D. D. & Hainmueller, J. (2018). Multidimensional measure of immigrant integration. Proceedings of the National Academy of Sciences, 115(45), 11483–11488. <https://doi.org/10.1073/pnas.1808793115>

2.2 Barriers for Newcomers and Existing Services

Many organizations, stakeholders, and individuals are committed to supporting newcomers throughout the integration process. The range of services is diverse and yet significant gaps remain. The categorization of the services presented within specific dimensions is intended to provide clarity. Nevertheless, it should be noted that many services address multiple dimensions simultaneously and that there are always overlaps.

Navigational Integration

The challenges in the area of *navigational integration* are manifold. Newcomers must navigate a complex and decentralized system in which responsibilities vary from municipality to municipality. Multilingual, up-to-date information on local services and procedures is often unavailable. Newcomers seek out migration counseling, in part due to a lack of orientation within government agencies and public services, as information is incomprehensible, linguistically inaccessible, or simply unavailable.

Individual counseling services such as Migration Counseling for Adult Immigrants (Migrationsberatung für Erwachsene), Youth Migration Services (Jugendmigrationsberatung), and numerous specialized counseling centers (for example, on issues related to recognition, housing, or legal matters) form the backbone of integration efforts. They offer the advantage of addressing specific individual concerns and working together to develop appropriate solutions. The personal relationship that develops in the process encourages trust and enables support over longer periods of time.

However, the time resources of the counselors are heavily strained. The current counselor-to-client ratio in migration counseling stands at 1:283, with a rising number of counseling cases since 2015. Counselors report an increasing workload. A significant portion of the consultations also involves referral counseling: situations in which it becomes apparent that the person seeking help has not yet reached the right point of contact.⁴ If accessible and understandable information that enables self-directed orientation is lacking, the need for counseling is increased further.

To provide newcomers with relevant information, there are also various multilingual information resources ranging from printed brochures and municipal websites to chatbots and social media.

⁴ Berndt, S., Godemann, J., Etzold, B., Gürer, C., Kurtenbach, S., Nimer, M., Nöst, S., Röing, T., Schiefer, D., Schmiz, A. & Wolf, M. (2025). Evaluation der Migrationsberatung für erwachsene Zugewanderte (MBE): Ergebnisbericht des Deutschen Zentrums für Integrations- und Migrationsforschung (DeZIM). DeZIM-Institut. https://www.dezim-institut.de/fileadmin/user_upload/fis/publikation_pdf/FA-6245.pdf

Printed information materials can serve as reference guides and can be used independently of digital devices. However, production costs are high, and content can only be updated with significant delay after printing.

Municipal websites providing multilingual information are therefore an important supplement. The requirement for digital services to be accessible is a key prerequisite for the accessibility of these and other digital offerings. Nevertheless, the information provided is often not clear enough for newcomers: concrete steps to take, simple explanations of processes, and points of contact for people without in-depth knowledge of the system are missing; multilingual support is not consistently available; and making adjustments in response to short-term changes can be time-consuming.

Furthermore, large language models are rapidly gaining relevance. They can compile information individually, facilitate follow-up questions, and provide translations. However, a prerequisite for helpful answers is that up-to-date and reliable information is available digitally at an appropriate level of detail. If this is not the case, only superficial answers – or, in the case of hallucinations, even misinformation – can be provided, with potentially serious consequences for those affected.

Language Integration

Language and integration courses make an important contribution to *linguistic integration*. They impart skills and can reach a large number of people simultaneously. The learning process is guided by pedagogically trained staff.

However, the participants are often a very diverse group. Individual adjustments to learning goals and pace are difficult, and in highly attended programs, there are insufficient resources to provide personalized support. Due to a lack of childcare, course offerings are also difficult to reconcile with caregiving responsibilities and therefore cannot be accessed by everyone. Costs or a lack of eligibility to participate in course offerings can also stand in the way of people learning the new language. Furthermore, there are hardly any language learning programs that prepare participants for the linguistic challenges of specific professional fields.

Free, high-quality learning opportunities that can be used flexibly and as a supplement are therefore a key lever.

Economic Integration

Economic integration and, consequently, access to the labor market are hindered by obstacles in the recognition of qualifications, restrictions on residency rights, and a lack of networks. The at-risk-of-poverty rate among people with a migration background is significantly higher than among those without a migration background.⁵

Support services (such as municipal benefits in the form of social passes) are intended to counteract this, but are not utilized by all eligible individuals due to cumbersome application procedures and a lack of knowledge about their entitlements.

Social Integration

Social integration can be hindered by various factors. For example, refugees are typically assigned to regions without consideration of existing contacts. Prolonged stays in collective housing can also make it difficult to establish contact with the local population. Unfortunately, migrant groups also repeatedly experience discrimination or exclusion.

In addition to formal support services, many newcomers seek help within their personal networks. Trust in these support persons is high, and sharing personal experiences can foster understanding of the other person's lived reality. Help is also frequently sought on social media. However, particularly in the context of social media, there is a risk that misinformation will spread and social circles will narrow, which can hinder inclusion. Trust in official information may decline, and counseling centers face the challenge of dispelling contradictions and misinformation.

Psychological Integration

Psychological integration – and thus well-being and a sense of belonging – are closely linked to the other dimensions of integration. Lengthy asylum procedures, complex bureaucratic processes, experiences of discrimination, or the lack of recognition for skills brought from one's home country can have a negative impact on mental well-being.

In the field of psychosocial care, outreach centers play a vital role by providing low-threshold, often native-language counseling and therapeutic support. However, the available services cannot adequately meet the high demand, which can lead to long wait times and structural underservice. In standard psychotherapeutic care, language barriers and the lack of health insurance coverage for native-language therapists pose significant barriers to access.

⁵ Statistisches Bundesamt. (2025). *At-risk-of-poverty rate by immigration history*. Retrieved April 27, 2026, from <https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Migration-Integration/Tabellen/einwanderungsgeschichte-armutsgefaehrdung.html>

Political Integration

Fundamental structural barriers exist in Germany in the area of *political integration*. Without German or EU citizenship, there is no right to vote at the federal or state level. Participation formats such as municipal integration and migration advisory boards exist, but vary greatly in terms of prevalence, composition, and actual influence as they often serve only an advisory function.

Civil society organizations and self-organized groups contribute to promoting political participation through political education and empowerment programs, but they are not always multilingual and do not reach all newcomers equally.

2.3 Our Approach

Existing services do important work. However, they still face limitations. Personal counseling services are overburdened, educational offerings lack flexibility, information resources are rarely multilingual or tailored to specific target groups, and informal networks carry the risk of misinformation.

What is lacking in the current landscape are solutions that address several of these gaps simultaneously: solutions that are digital and thus scalable, multilingual and thus accessible across language barriers, low-threshold and thus usable without prior knowledge, trustworthy and thus perceived as a reliable source, free of charge and thus available regardless of financial situation, and integrated into existing structures and thus sustainably anchored.

Digital technologies offer a wide range of possibilities for lowering the barriers described. Multilingual information can be provided collectively and kept up to date, learning materials can be used flexibly in terms of time and location, bureaucratic processes can be simplified, and networking can be facilitated.

Despite this potential, digital technologies have so far been underutilized in the field of integration. Stakeholders who work closely with newcomers such as local governments, counseling centers, and social welfare organizations are often already overwhelmed by their existing responsibilities and rarely have the technical resources to develop their own digital services.

At the same time, there is a lack of shared digital communication spaces, and even the creation and updating of multilingual information can represent a significant effort for a single organization. There is therefore a clear need for organizations with technical expertise, a large network, and a clear social mission that, develop digital solutions for the integration sector in collaboration with local stakeholders and tailored to the actual needs of the target group.

As Tür an Tür – Digitalfabrik, we develop digital, multilingual, and low-threshold solutions that complement existing structures and reach newcomers where traditional services fall short. In collaboration with local governments, social welfare organizations, and academic partners, we create tools that support the integration process in its various dimensions, thereby helping to ensure that participation is not a matter of origin, language, or life situation.

2.4 Contextual Factors: Opportunities and Risks

Awareness of the need for digital participation has grown significantly in recent years. Legal developments mandating the accessibility of digital services are creating new frameworks from which newcomers can also benefit. Experiences from recent years – such as the rapid provision of digital information for refugees from Ukraine via the Integreat platform – have shown that digital solutions can have a swift impact in crisis situations and significantly simplify processes when resources are scarce.

Massive technological advances, particularly in the field of artificial intelligence, are opening up additional possibilities. Information can be searched more easily and tailored to individual needs; the quality of automatic translations is constantly improving; and AI can also significantly simplify the creation of content such as learning materials or entirely new digital offerings. Tapping into this potential specifically for the field of integration and thereby freeing up important resources for integration work represents a key opportunity.

In the field of artificial intelligence, there is a specific risk alongside the opportunities mentioned: if reliable and up-to-date information is not available digitally in sufficient quality, AI-supported systems can only provide superficial or, in the worst case, incorrect answers. The availability, quality, and reliability of digital information resources are therefore a crucial prerequisite for new technologies to create added value in the context of integration and not lead to misjudgments or additional counseling efforts.

Furthermore, there is a risk that political support for services promoting integration and digital participation may wane due to shifting priorities. Should fewer resources be available for the development and operation of such services, this would further widen the gaps in the service landscape described in Chapter 2.2. It is therefore particularly important to develop services in a sustainable manner so that they can continue to be operated and provided even with fewer resources.

3 Our Projects and Their Impact

The services and activities of Tür an Tür – Digitalfabrik are primarily aimed at people who have recently arrived in Germany. The reasons for migration are diverse. Social and political changes create a high degree of dynamism within this target group. In addition to refugees, the influx of skilled workers from abroad also plays an important role in shaping integration processes.

Other stakeholders also frequently seek ways to create services for this diverse target group. It consistently becomes clear that the challenges and hurdles of arriving and living in a new environment are similar regardless of one's immigration history, even if different groups are affected to varying degrees.

The use of smartphones to access information is common across society. It also plays a central role for newcomers: whether as a means of staying in touch with family during their flight, as a navigation tool, or for accessing essential information. It is therefore crucial to make available services accessible via mobile devices as well.

During the flight, the smartphone is used to contact family, as a navigation tool, and as a source of information. After arrival, it serves for orientation, independent language acquisition, and as a communication channel. It is an important medium for integration and far more widespread than computers. Skilled workers also use digital information sources to learn about potential places to live or work in advance and to prepare for a possible move.

Digital services can be a helpful tool for imparting knowledge about labor market integration, acquiring language skills, or accessing services. However, it must be ensured that services for teaching digital skills and, where necessary, providing missing technical equipment are also made available. Furthermore, analog alternatives should not be entirely dispensed with, so that people can choose the path that suits them best.

The services offered by Tür an Tür – Digitalfabrik are presented in detail below. Completed projects from the past can be found in summary form in the project archive on our website (<https://tuerantuer.de/digitalfabrik/projektarchiv/>) or in the respective impact reports from previous years.

3.1 Key Projects

3.1.1 The Integration Platform: INTEGREAT (since 2015)

With the help of the integration platform **Integreat** (<https://integreat.app>), cities and counties can quickly and easily provide immigrants with local information in multiple languages, thereby making an important contribution to reducing information poverty. This offer focuses primarily on the aspect of *navigational integration*.

As described in Chapter 2.2, there is often a lack of consolidated, multilingual information resources at the local level. Knowledge regarding integration is frequently confined to the minds of counselors and is rarely documented in writing, making it inaccessible to the public. Integreat bridges this gap by serving as a central platform where local integration stakeholders can consolidate information, document knowledge, and make it accessible to newcomers. This creates transparency for all involved and a reliable source of information for the target group, which contributes to a sense of security and can be used as a reference (for example, during or after a counseling session).

The content in Integreat is maintained by local experts from various institutions and organizations under municipal administration. The information is available offline via the smartphone app, among other channels, but can also be accessed via the integrated web app and thus found through search engines. Pages can also be printed at any time, allowing people without digital devices to benefit from the compiled information.

In 2025, Integreat was enhanced with an important new feature that will make finding information even easier in the future. The chat-based search assistant *Ask Integreat* provides users with personalized answers to their questions. In a chat window, users can ask their questions, and the answers are generated exclusively using verified Integreat content from the selected municipality. Unlike the existing Integreat search function, *Ask Integreat* is able to find relevant content based on meaning rather than just direct search term matches. This means that even with imprecise questions or search terms, appropriate answers can be provided. To ensure the accuracy of answers, questions are only answered if they are covered by the content of the respective municipality. The pages used to answer the question are displayed to users as additional links.

Optionally, *Ask Integreat* can also be used by municipal staff to take over conversations and thus engage directly with those seeking advice. In doing so, *Ask Integreat* supports this process with automatic translations in both directions. Those seeking advice continue to write in their native language, advisors can respond in German, and the response is then automatically translated. Insight into the target group's questions also makes it possible to identify and address gaps in Integreat's content. When

conversations are taken over, advisors gain access to all responses as well as the rationale behind the system's decisions to select or exclude specific page content for answers. The expansion is aimed at cities and counties that want to expand Integreat into a digital advisory service and can allocate the necessary time resources for this. It is also possible to have the supplementary advisory system managed by a third party or social service provider.

To support the implementation and maintenance of Integreat, Tür an Tür – Digitalfabrik offers various workshops and networking meetings. By working on a shared platform, knowledge and experiences are exchanged among municipalities, and resources are shared through Creative Commons licenses (see Chapter 1.1.2).

Integreat provides municipal actors with a tool that allows them to independently make digital information and local services available to newcomers in many languages without significant costs or technical expertise. Multilingualism overcomes language barriers and creates an important orientation aid.

The willingness of local integration stakeholders to collect information resources and adapt them to the needs of newcomers is central to Integreat's effectiveness and requires an awareness of the importance of information transparency.

Thanks to the well organized information available in Integreat, newcomers have a reliable source of information and are empowered to interpret it correctly. The active involvement of the target group in content development also ensures that the information remains relevant as circumstances change and that digital bridges are maintained at the local level.

Our assumption: By making information easier and faster to find with the help of Integreat, newcomers are able to inform themselves independently and can thus make more effective use of their opportunities for participation. In addition, the burden on integration efforts – particularly in the area of counseling – is reduced.

The overarching goal of Integreat is to ensure that a lack of information is no longer a cause of unequal opportunities for newcomers in the future. We are working toward this vision together with our local partners.

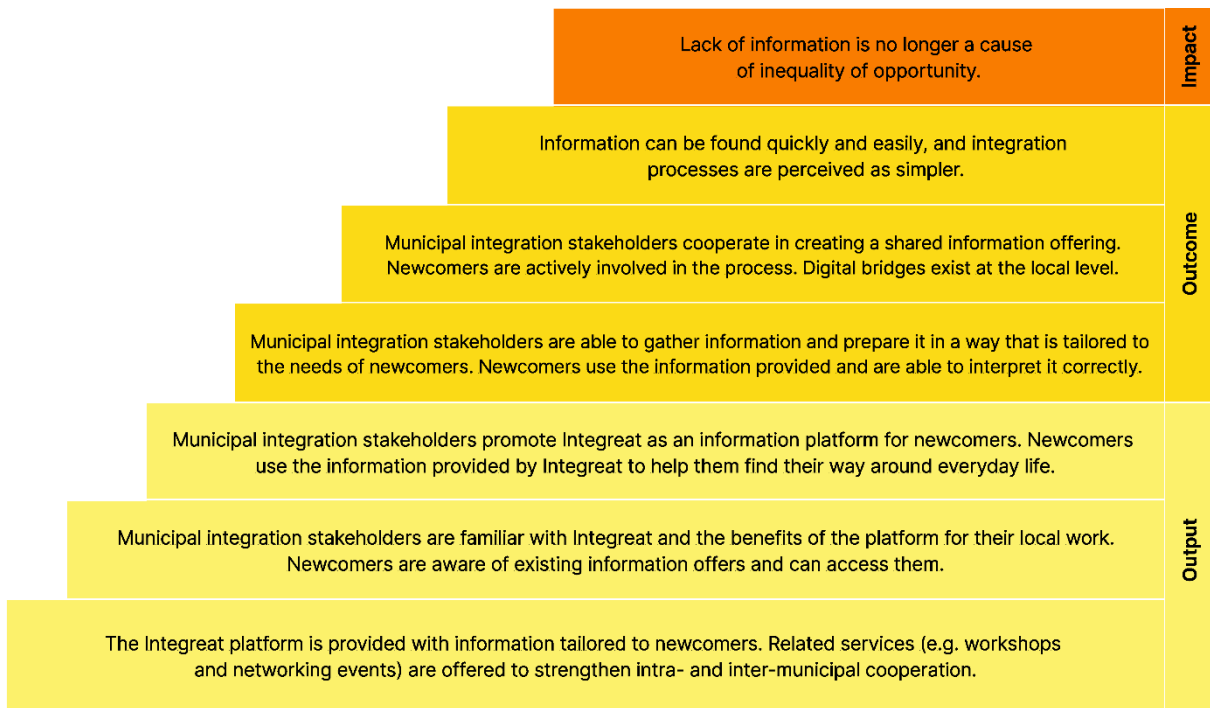


Figure 1 : Theory of Change Integreat

Integreat: Outputs and Outcomes 2025

By the end of 2025, Integreat is available in 128 cities and counties across Germany. Page views have increased by over 15% compared to the end of 2024 to a total of approximately 5.4 million. About 58% of these views coming from non-German-language content.

The 2025 annual goals for Integreat were prioritized in line with the Theory of Change (see Figure 1). The central question was: How can we better support local stakeholders in tailoring information to specific target groups – and how do we ensure that newcomers can actually find and use this information?

At the same time, we tested *Ask Integreat* as a new channel, which personalizes the information search and can thus, for the first time, provide evidence of its effectiveness directly from the users themselves.

The following developments have taken place in the context of the 2025 annual goals:

Provision of high-quality content by local integration actors

Integreat can only contribute to orientation if the local information is up-to-date, understandable, and complete. The measures implemented in 2025 aim to specifically strengthen the ability of local integration stakeholders to collect and tailor information offerings to target groups through technical improvements, training, and inter-municipal knowledge exchange.

- Conducting online seminars for municipalities on the topics of link checkers, dashboards, HIX scores, marketing materials, and push notifications
- Nationwide network meetings in several regions
- Integreat dialogue forum with over 120 participating cities and counties
- Numerous kick-off and impact workshops
- Improvements to the content management system: Contacts module for simplified maintenance of contact information, display of outdated translations in the dashboard, improved search function for contacts and organizations, ability to copy locations with a single click, and more

Intuitive usability and ease of understanding of Integreat for newcomers

This goal impacts multiple levels of Integreat's impact logic simultaneously. On the one hand, the aim is to make Integreat accessible to newcomers who previously could not use the service – and who can now be reached through new languages or the read-aloud feature for users with limited reading skills. On the other hand, measures such as the new design system and functional adjustments based on target group feedback improve the user experience for existing users and help make information easier to find. Findings from the functional evaluation with 38 users have been directly incorporated into further development.

- Release of a new design system with improved accessibility for the web app
- Introduction of a high-contrast mode for better readability
- Integrated text-to-speech function to support users with limited reading skills
- Expansion of language options to include Romani, Hindi, Swahili, and Vietnamese
- Implementation of functional adjustments based on target group feedback: German as the default language for search, filtering of events by date, opening external links in a new window
- Functional evaluation with 38 users completed and analyzed – the results confirm high overall user-friendliness

Systematic use of expertise from cities and counties to improve work with Integreat

This objective lays the foundation for effective management across all levels of the impact logic. Systematically capturing the experiences, challenges, and feedback from cities and counties helps us to improve the platform in a targeted manner, identify gaps, and verify our impact assumptions. The municipal survey and evaluation discussions are key tools for this. The fact that satisfaction with the overall offering stands at 91% and the perceived relevance of the content has increased compared to the previous year shows us: The collaboration is working, and the foundation for impact at higher levels is in place.

- 2025 Municipal Survey with 124 complete responses (previous year: 64)
- 37 evaluation interviews conducted with municipalities (previous year: 17) to systematically document experiences, challenges, and impacts on the ground

Ask Integreat

In 2025, Integreat was expanded to include the chat-based search assistant *Ask Integreat*. The goal for 2025 was to establish the technical foundation and test the feature in collaboration with pilot municipalities. The results of the pilot phase form the basis for the rollout in 2026, during which *Ask Integreat* is intended to help newcomers find information more quickly and accurately and provide municipalities with systematic insights into the information needs of their target group.

From July to December 2025, the feature was tested in ten cities and counties. An analysis of chats from six pilot municipalities covered 969 chats and search queries. The most common topics were residency rights and employment, housing, and language acquisition – questions that reflect the specific orientation needs of newcomers.

In addition to providing direct support to those seeking advice, *Ask Integreat* offers participating municipalities valuable insights into the actual information needs of their target group. Gaps in existing content become apparent and can be specifically addressed. Optionally, municipal staff can take over conversations and thus engage directly with users, supported by automatic translations in both directions.

Following the completion of the pilot phase, *Ask Integreat* will be available starting in February 2026 to all cities and counties that use Integreat.

Integreat: Scientific Evaluations 2025

In addition to internal impact monitoring, scientific evaluations provide independent insights into how Integreat is used and the platform's contribution to helping newcomers find their way.

In 2025, the *Journal of Quantitative Description* published the study "Information on Integration: Administrative Offerings & Immigrant Engagement – An Explorative Large-N Analysis of the Integreat Platform in Germany" by Samir Khalil (German Center for Integration and Migration Research - DeZIM / University of Potsdam).⁶

Based on more than 11 million page views from 2018 to 2024, the study examines how over 100 German cities and counties use the Integreat platform, which topics they prioritize, and to what extent these are adopted by users.

The results reveal significant differences among the participating municipalities: While topics such as work and training, counseling, and learning German are covered in nearly all municipalities, everyday topics like opening hours, mobility, or housing are significantly less common, even though demand for this content is particularly high. For example, the probability of a page view for opening hours and holidays is 12.1%, even though the median share of this topic in a municipality's content is only 0.8%. The study identifies significant potential here for expanding content. Particularly for the topics of housing, learning German, and legal issues, the analysis shows that providing more content leads to higher usage and that users also actively visit more detailed subpages.

Another key finding concerns differences in information interests among language groups. Ukrainian- and Russian-speaking users show a particularly high demand for information on housing and language courses, which can be explained by this group's relatively short length of stay. Arabic-speaking users show above-average interest in legal topics, which is attributed to more complex residency status situations. Farsi- and Dari-speaking users exhibit a strikingly high usage of LGBTQ information – a finding linked to the persecution of LGBTQ individuals in their countries of origin, Iran and Afghanistan.

The study also notes the documented responsiveness of the Integreat platform in crisis situations: regions that were already online when the war in Ukraine began were able to react very quickly and provide content in Ukrainian and/or Russian within a few weeks. Three months after the start of the war in Ukraine, 70% of the participating municipalities had already added Ukrainian as a language – previously, not a single one had done so. Page views rose by over 220% between February and March 2022 alone.

⁶ Khalil, S. (2025). Information on integration: Administrative offerings & immigrant engagement – An exploratory large-N analysis of the 'Integreat' platform in Germany. *Journal of Quantitative Description: Digital Media*, 5. <https://doi.org/10.51685/jqd.2025.014>

The study provides municipalities with concrete guidance on the strategic development of their content: topics relevant to everyday life should be emphasized, translations should be tailored to actual needs, and usage data should be actively utilized for prioritization. The results underscore that digital integration platforms realize their full potential particularly when they are multilingual, relevant to everyday life, and continuously maintained.

With regard to the Integreat impact logic, the study primarily provides insights at the output and usage levels. The study does not provide direct evidence of changes in users' knowledge or behavior – but it does make it plausible that the conditions for such changes are in place.

Integreat: Additional Impact Monitoring Activities in 2025

In addition to scientific evaluations, the following measures were implemented in 2025 to measure impact within the Integreat context:

Feedback from newcomers

Direct contact with newcomers, as Integreat's primary target group, is central to the continuous development and improvement of the service. Their perspectives provide important insights into how content and features can be designed to better meet their needs.

In 2025, a workshop on digital communication with government agencies was held in Augsburg in collaboration with the Youth Migration Service of Diakonie Augsburg. The insights gained there largely align with the core principles of Integreat. It became particularly clear how important it is for digital services to be intuitive, well-organized, and multilingual. This is exactly where Integreat comes in, by bundling information and making it accessible and available in multiple languages.

In addition, targeted feedback from newcomers on the Integreat websites of various cities and counties was collected this year. A total of six user experience reports were produced for four municipalities for this purpose. These reports make it possible to capture nuanced, personal impressions from individual users and, if necessary, explore them further in follow-up discussions. The feedback was positive overall. The design and structure of the Integreat pages in the cities and counties were consistently rated as good to very good, while isolated areas for improvement were identified regarding language and comprehensibility.

The insights gained underscore the added value of continuous engagement with the target group. In 2026, formats for reaching the target group, such as workshops and surveys, will be continued and expanded. The goal is to incorporate the target group's feedback and perspectives more fully into development processes, as well as to further

develop criteria for evaluation and measures for identifying relevant needs and helpful functionalities.

Feedback from Municipalities

An annual municipal survey and regular phone calls on the topic of impact systematically track how cities and counties perceive their work with Integreat. In 2025, the data set doubled compared to the previous year: 124 fully completed questionnaires and 37 in-depth phone interviews on impact are available.

As in previous years, satisfaction with the overall offering remains above 90%. A positive highlight is the increased satisfaction with the timeliness of their own content, following a downward trend observed in the previous year. The interviews also emphasized the intuitive usability of the content management system, which allows even less experienced and older colleagues to quickly get up to speed. Slight declines were noted in the evaluation of marketing materials as well as in feedback on municipal content.

Integreat has established itself in many cities and counties as the central platform for local, multilingual information and is actively used to provide and consolidate relevant content. The majority of respondents are very satisfied with the maintenance of Integreat. Well-established workflows contribute to the overall efficient maintenance of content, even if the time required occasionally exceeds available capacity. In some cities and counties, however, limited time and personnel resources still lead to noticeable strain and, in some cases, frustration. More than half of all surveyed municipalities would like more time to maintain Integreat content. To complete tasks more efficiently, there is a particular desire for greater automation of recurring processes.

A key goal of municipalities is to sustainably embed Integreat into the local integration landscape. To this end, they presented the 2025 platform at network meetings or in committees. Exchange meetings with other municipalities, as well as webinars or dialogue forums organized by Tür an Tür – Digitalfabrik, were also used to discuss opportunities for implementing Integreat. It is worth noting positively that in some municipalities, the number of visits has increased significantly since the last survey. This is attributed, among other things, to increased public relations efforts, such as digital campaigns and social media marketing, as well as the expansion of the range of events offered.

Feedback from the target group directly addressed towards municipalities has so far only been collected systematically to a limited extent, but the existing feedback is consistently perceived as helpful. The most important sources of feedback include emails, feedback via the feedback function, input from individuals in direct contact with the target group, and the municipalities' own evaluations.

Overall, Integreat serves as a central platform for local multilingual information services and is thus an important communication channel for the migrant target group. In 2026, it will remain of great importance for municipalities to continue integrating Integreat into local structures and to increase its visibility among the target group.

Integreat: Planning and Goals for 2026

The goals for 2026 build on the results and insights from 2025. While the focus in 2025 was on empowering municipal editors, ensuring accessibility and usability for newcomers, and testing *Ask Integreat*, the focus in 2026 will shift to securing the platform's long-term sustainability and establishing *Ask Integreat* as a central and tailored way to access information.

1. The Integreat platform is low-maintenance and easy to use

Integreat is designed to have a long-term and sustainable impact. To achieve this, it is crucial that the maintenance and upkeep requirements for technical components and content are kept as low as possible. This goal underpins our impact logic at the output level: only if the platform can be operated in a technically stable and low-maintenance manner will the service remain usable for municipalities and newcomers in the long term. The 2025 Municipal Survey has shown that time constraints represent the greatest challenge for municipal work with Integreat – reducing technical complexity therefore benefits all stakeholders.

Our goal is to review the increased complexity of the Integreat platform in 2026 and reduce it in a targeted manner.

2. With Integreat, information for newcomers is conveyed in a way that is tailored to the target group and precisely targeted, thereby improving the quality of counseling.

By expanding Integreat to include the chat-based search assistant *Ask Integreat* and the ability to connect with advisors via the feature, information delivery through Integreat is set to become even more tailored in 2026 and specifically improve counseling for newcomers by enabling more questions to be answered digitally, thereby freeing up more time for individualized and in-depth counseling in complex cases.

The 2025 pilot phase demonstrated that *Ask Integreat* can address specific orientation needs. In 2026, the goal is to tap into this potential on a broader scale. At the same time, the feature enables local advisors to take over conversations and thus engage specifically with users.

3.1.2 Vocabulary for the Workplace: LUNES (since 2021)

Funded since late 2024 as an InnoVET PLUS project under the name BILDSCCHATZ

The target audience for the vocabulary trainer **Lunes** (<https://lunes.app/>) is primarily people who work (or wish to work) in a profession requiring vocational training in Germany, or who are in the transition phase between school and work and are learning German as a second or foreign language (at a minimum CEFR level A2⁷) during adolescence or adulthood. Of course, the trainer is also open to other groups of people.

Integration into the labor market is crucial for gaining a foothold in a new country. Many obstacles make this access difficult for newcomers, including the recognition of certificates and qualifications obtained abroad, prejudices, and the challenge of learning a new (technical) language. Lunes serves as a learning resource for professional vocabulary, supporting both *linguistic* and *economic integration*.

Experience shows that the knowledge acquired in integration courses or at vocational schools is not sufficient to communicate effectively with colleagues at the workplace. This is evident not only from discussions with local integration policy stakeholders but also from exchanges with vocational schools and companies. A frequently cited problem is specific technical terms, which vary by professional field. These include, for example, the names of tools, work materials, or job-specific equipment. Knowing these terms and being able to use them in everyday work life is an important prerequisite for successful communication with supervisors and colleagues in the workplace and can help prevent misunderstandings in daily work. Lunes is designed to specifically strengthen the professional participation of people with German as a second or foreign language by serving as a digital learning tool.

Large companies can address this challenge through specific support for foreign employees and specially developed training materials. For many small and medium-sized enterprises, however, this is not feasible or worthwhile, as they often employ only a few foreign skilled workers at the same time or in a single work area.

The goal of the vocabulary trainer is, as a supplement to existing general language courses, on the one hand to enable all enterprises to provide specialized vocabulary for relevant professional fields with minimal effort on their part, and on the other hand to facilitate the transition from school to work for people with German as a second or foreign language. In this way, Lunes, as a digital learning tool, specifically promotes professional participation. The goal is to improve language proficiency in both written and spoken forms, as both types of communication are often essential in everyday work life.

⁷ Common European Framework of Reference

Lunes offers core vocabularies for a steadily growing number of vocational training programs. Specialized vocabulary can be learned in the app at any time, free of charge, and with minimal barriers to entry. Through close collaboration with relevant labor market stakeholders, awareness of the vocabulary trainer is promoted among the target audience. The exercises make learning vocabulary fun. The goal is for Lunes to become an integral part of daily learning and the curriculum, thereby helping to address individual learning gaps in a targeted manner. This strengthens the practical skills required for the respective profession and thus lays the groundwork for more people with German as a second or foreign language to pursue careers that require vocational training, complete their training, and successfully apply for jobs that match their qualifications. This enables successful integration into the German labor market, and language barriers no longer limit professional participation to the same extent.



Figure 2 : Theory of Change Lunes

Since October 2024, the Lunes app has been funded by the Federal Ministry of Education, Family Affairs, Senior Citizens, Women, and Youth as part of the InnoVET PLUS innovation competition under the name BILDSCHATZ. The goal of the project is to establish a license- and cost-free vocabulary trainer for vocational vocabulary promoting vocational competence. The Lunes app is being further developed and expanded within this framework.

Lunes: Outputs and Outcomes 2025

The 2025 annual goals for Lunes were developed in line with the Theory of Change. A central focus was on strengthening the cornerstones of Lunes at the output level: By simplifying the maintenance and expansion of learning materials, new occupational fields can be added more quickly in the future, thereby reaching more learners. To ensure that decisions regarding the design of Lunes are closely aligned with the learning reality of the target group, feedback was systematically collected from learners, which will also serve as a reference point beyond 2025. Additionally, the didactic quality was specifically improved through the development of new learning modes – a development that will be built upon in 2026.

The following developments took place in 2025 in the context of these objectives:

Easy maintenance and expansion of learning materials

To ensure that Lunes can be used as a learning tool across as many professional fields as possible, core vocabularies must be created, reviewed, and updated efficiently. Through the development of an AI-supported creation process and the accumulation of experience with it, the foundation was laid in 2025 to expand the offering significantly faster than before.

- Extensive overhaul of the editorial system: Simplified categorization and assignment as well as creation of new learning materials, improved overview for image generation
- Migration of existing learning materials
- Creation of vocabulary lists, audio files, and images for 5 professions (over 1,100 new vocabulary words) using AI

Involvement of learners and teaching experts in the further development of Lunes

To ensure that Lunes is perceived as helpful by the target group and integrated into their daily learning routine, the learning needs, challenges, and habits of the users must be understood. Achieving this goal lays the foundation for Lunes to be specifically tailored to the needs of the target group – a prerequisite for learners to experience the app as useful and integrate it into their daily learning routine. The results of the survey are directly incorporated into the further development of the learning modes.

- Collection and analysis of feedback from 37 users regarding learning habits, professional challenges, and vocabulary needs
- Discussions with vocational experts to collect and validate technical terms and images, as well as feedback on completeness, contextualization, and presentation
- Exchange with individuals involved in the creation of learning materials in vocational schools

- Exchange with DaF/DaZ teachers regarding the pedagogical quality of Lunes
- Exchange with trainers from companies regarding the practical use of Lunes

3. The exercises in the Lunes app are based on didactic principles and constitute an effective learning method

To ensure that Lunes is not merely used as a reference tool but enables sustainable learning success, the exercises must be based on pedagogically validated principles and address various learning channels. This creates the conditions for a positive learning experience

- Release of the “Vocabulary Reinforcement” learning mode and improvement of existing exercise modes to allow for more personalized review of learned words
- Validation of planned new learning modes through focus groups and expert interviews (completion of new learning modes in 2026)

Lunes: Impact Monitoring Activities in 2025

To ensure that Lunes is tailored to the needs of the target group, newcomers as well as skilled workers and trainees with German as a foreign language (DaF) who are already working here are increasingly being actively involved in the app’s further development.

In 2025, a survey was conducted with 37 participants from the target group to identify learning habits, professional challenges, and vocabulary needs. Among other things, the survey examined the motivators for continuing to learn. Recognizing one’s own learning progress and the enjoyment of practicing were cited particularly frequently as motivating factors. In Lunes, learning progress is clearly displayed, so this key need is already met.

According to the survey, challenges in learning and using professional vocabulary arise primarily from uncertainty in application, complex grammatical structures, or the difficulty of memorizing new words. While Lunes does not offer a way to specifically learn German grammar, the app can help users become more confident in using professional vocabulary and internalize words in a lasting way. In particular, the planned new learning modes, which combine writing, reading, listening, and speaking, are designed to ensure long-term learning success and thus address precisely these needs.

Specific features requested by participants, such as example sentences for words or the ability to pronounce words aloud and receive feedback, also align with the new learning modes already planned.

The findings from the survey show that the further development of Lunes is appropriately aligned with the core needs of the target group. In 2026 as well, feedback will continue to be systematically incorporated into the further development to

continuously adapt Lunes to the needs of newcomers as well as skilled workers and trainees learning German as a foreign language.

Feedback from vocational schools, experts, and other stakeholders

In 2025, feedback from vocational schools and other experts was used to evaluate the exercises in Lunes for their didactic quality and learning effectiveness, as well as to assess the completeness of the vocabulary lists and the specific needs of vocational schools. The feedback supported the planned new learning modes and the didactic approach of Lunes.

The discussions also addressed the extent to which vocational schools would utilize individual modules or personalized offerings. While interest in these was generally high, it also became clear that the effort required – particularly given the limited number of students who would benefit – stands in the way of implementation.

Another key point was the proactive use of Lunes in the classroom. Here, too, there was general interest and a perceived benefit. However, it became clear that teachers often lack sufficient time to prepare content and upload it to the CMS in addition to their regular teaching duties.

Overall, there was a desire for a tool that supports teachers in efficiently conveying knowledge and helping students without creating a significant additional workload.

These findings support Lunes' approach of centrally providing extensive learning content.

Lunes: Planning and Goals for 2026

1. Independent expansion of the range of available professions in Lunes based on a clearly defined quality standard

Through the AI-supported processes developed in 2025, clear feedback processes, and internal quality assurance, comprehensive learning content for at least 35 professions is to be made available by the end of 2026. Discussions with vocational schools revealed that they prefer finished products. This reinforces the approach of driving the expansion independently and with quality assurance, thereby creating the conditions for broader collaborations.

To expand Lunes' areas of application and impact, the seamless addition of new vocabulary, as well as the simple updating and maintenance of existing learning materials, is key. A new form of vocabulary management is set to contribute to this in 2026. In addition, all existing job profiles are to be reviewed against current quality standards. To reduce future workload, work is underway on a prototype for AI-supported generation of images and audio tracks.

2. In-depth understanding of learning with Lunes

Currently, we have only limited insights into how learners use Lunes. However, we lack a comprehensive understanding of their learning behavior. This objective addresses a key gap in our impact assessment: To understand whether Lunes actually contributes to professional language proficiency, we need data on actual learning behavior—not just on needs. In 2026, therefore, both quantitative and qualitative data on usage behavior will be systematically collected, with a particular focus on reasons for discontinuation and learning motivation.

3.1.3 Digital Entitlementcards (since 2021)

In addition to other challenges, migrant target groups in Germany are also more severely affected by low income than people without an immigrant background.⁸ Participation in political, social, and cultural opportunities can thus be significantly limited. Many municipalities offer benefits through social, family, or senior citizen passes, which are intended to facilitate access to educational, cultural, and recreational offerings for eligible individuals. In practice, however, not all eligible individuals take advantage of these benefits – whether because the application process is too cumbersome, the benefits are not widely known, or using them is perceived as stigmatizing. These hurdles can be particularly high for newcomers, who face language barriers and a lack of familiarity with the system.

This is where the **Digital Entitlementcards** (<https://berechtigungskarte.app/>) from Tür an Tür – Digitalfabrik come in. The goal is to digitize municipal entitlementcards in such a way that access to benefits for particularly vulnerable population groups – especially newcomers – becomes as simple, low-threshold, and discreet as possible. They primarily support newcomers in the area of *economic integration*, but can also have a positive impact on other dimensions of integration such as *social integration* through new contacts. Digitization simplifies both the process for eligible individuals and administrative procedures on the part of local governments.

Eligible individuals can use the app to apply for their card, find available benefits and participating merchants, and verify their identity digitally at those locations. Participating merchants can verify the card's validity using an integrated QR code scanner. The multilingual option reduces key barriers to access for migrant target groups. In addition, a web application is available to the relevant municipal offices, through which incoming applications can be processed and new cards issued.

⁸ Statistisches Bundesamt. (2025). *At-risk-of-poverty rate by immigration history*. Retrieved April 27, 2026, from <https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Migration-Integration/Tabellen/einwanderungsgeschichte-armutsgefaehrdung.html>

The technology behind the digital entitlementcards was originally developed as part of the digitization of the Bavarian Volunteer Card – in collaboration with the Bavarian State Ministry for Family, Labor, and Social Affairs (StMAS) and a research team from the Technical University of Munich, LMU Munich, and the University of Augsburg. The Volunteer Card is aimed at engaged citizens and continues to be supported by Tür an Tür – Digitalfabrik.

The impact goal of Tür an Tür – Digitalfabrik is to apply this technology to access cards targeting low-income and, in particular, migrant groups. In collaboration with the City of Nuremberg, the digital Nuremberg Pass was implemented, targeting Nuremberg residents with low incomes. In 2025, the digital KoblenzPass was also launched, making it easier for low-income individuals in Koblenz to access benefits.

The impact of the digital entitlementcards begins with cities and counties as implementation partners, as cooperation with them is a key prerequisite for making the service available to eligible individuals.

Technology and information for implementing a digital entitlementcard are provided by Tür an Tür – Digitalfabrik. Municipalities learn about the possibility of digitally providing entitlementcards and find a suitable implementation option in the services offered by Tür an Tür – Digitalfabrik.

As the process continues, municipalities recognize the digital entitlementcard as a suitable measure for promoting participation and gain a better understanding of the needs of eligible individuals. This leads them to provide benefits relevant to the target group, including a low-barrier digital application and identification function, thereby creating the conditions for the initiative to have an impact at the level of eligible individuals.

Eligible individuals learn about the benefits available through digital access to the respective entitlementcard and find using the card personally valuable. They develop a heightened awareness of participation opportunities in their community and take advantage of benefits without fear of stigmatization. Regularly taking advantage of these opportunities sustainably strengthens personal well-being, educational opportunities, and social integration.

The overarching goal is to contribute to a society that fosters a sense of community based on inclusion, respect, and appreciation for all people, regardless of background or social situation.



Figure 3 : Theory of Change Entitlementcards

Entitlementcards: Outputs and Outcomes 2025

2025 was a year of strategic refinement for the digital entitlementcards. With the appointment of a project coordinator, the development of the impact logic (see Figure 3), and the formulation of a product vision, the focus on strengthening the participation of newcomers was solidified for the coming years.

As described in the impact logic, the impact of the digital entitlementcards begins with municipal partners: Without municipalities that implement the technology and provide benefits digitally, no impact can be achieved for eligible individuals. Therefore, activities in 2025 also focused on this level of impact.

An important milestone in this context was the launch of the digital KoblenzPass in April 2025, marking the first time since the Nuremberg Pass that another municipality has introduced a digital eligibility card for low-income individuals based on our technology.

Exchange meetings and inquiries from other municipalities indicate that they are aware of the possibility of providing entitlementcards digitally and are actively exploring this option.

At the beneficiary level, no systematic impact assessments are available yet – establishing a broader municipal base is a prerequisite for being able to specifically focus on this perspective in the future. Nevertheless, the needs of the target group in 2025 were addressed, and communication with applicants was improved: Automated emails were revised to prevent them from being mistaken for phishing attempts. Additionally, Simon Kleinle examined the accessibility of the digital authorization card in his thesis at the Augsburg University of Applied Sciences.⁹ The resulting recommendations for improvement will be incorporated into future development.

Entitlementcards: Planning and Goals for 2026

Successful support for municipalities in the introduction of the digital entitlementcard

In 2026, the focus is deliberately on this municipal aspect of the impact logic – because without additional implementation partners, the impact cannot be realized at the level of the beneficiaries. The goal is to lay the groundwork in 2026 to systematically address the beneficiaries' perspective starting in 2027. Therefore, further collaborations with municipalities for joint implementation are to be established in 2026.

⁹ Kleinle, S. (2026). *Umwandlung einer nicht-barrierefreien Anwendung in eine inklusive Benutzeroberfläche – Eine Fallstudie zu plattformübergreifender Teilhabe* [Unpublished bachelor's thesis]. Augsburg University of Applied Sciences.

3.2 Further Projects

In addition to the three key projects – Integreat, Lunes, and the digital entitlementcards – which are actively being further developed and primarily advanced by Tür an Tür – Digitalfabrik based on impact logic, there are various other projects addressed within the Tür an Tür – Digitalfabrik. These have emerged either from the local context in the Augsburg region or from various networks and partnerships. Within their respective frameworks, they effectively contribute to simplifying integration processes.

3.2.1 The Installation of Wi-Fi Networks (since 2017)

As an Augsburg-based social enterprise, Tür an Tür – Digitalfabrik makes relevant contribution to the regional integration landscape by installing **Wi-Fi networks** in central accommodations for refugees in the Augsburg area. The project is run entirely by volunteers. In 17 shelters, internet access is shared by all residents and can be accessed via a Wi-Fi infrastructure in all living units and rooms. This provides internet access to up to 500 people per month at their place of residence. There are now an increasing number of digital resources available for refugees, whether to supplement German language courses with online learning opportunities, to learn about life and current events in Germany and Augsburg, or to search for a job or internship. These resources can be accessed through the expanded Wi-Fi network.

Internet access is provided via vouchers with access codes, each valid for 30 days. The “Demokratie WLAN” project, launched last year with funding from “Demokratie leben!” totaling approximately €4.500 which utilized the backs of the vouchers for democracy-promoting initiatives, was completed in 2025. In the future, the backs of the vouchers will once again be used to promote Integreat and Lunes, thereby helping to raise awareness of the digital tools of Tür an Tür – Digitalfabrik directly among the target audience.

In addition to the initial setup of internet access, operation and maintenance are ensured. Since 2021, the costs for the initial setup of the Wi-Fi infrastructure have been covered by order of the Bavarian State Ministry of the Interior, Sport, and Integration. Connecting new facilities thus involves less financial expenditure.

3.2.2 The Orientation App for Residents of Malteser Refugee Facilities: MALTE (since 2020)

Building on the architecture and technology of the Integreat app, the multilingual orientation app **Malte** (<https://malteapp.de/landing/en>) was created in 2020 in collaboration with Malteser Werke for residents of Malteser refugee facilities.

The goal of this initiative is to supplement the facilities’ existing support and information services with a digital information platform, thereby freeing up support

resources through self-directed learning. Residents frequently inquire about procedures, opening hours, and counseling services, which can be displayed in the Malte app in multiple languages and tailored to the specific location. The content is managed by Malteser staff at the individual facility locations.

In 2025, Malte was introduced in several new facilities, including locations in Mecklenburg-Western Pomerania and Baden-Württemberg, as well as, for the first time, two facilities in Hamburg. By the end of 2025, Malte will be in use at 50 Malteser facilities to facilitate community life through centralized multilingual information. By the end of 2025, three facilities will be using the option to register for events directly through Malte (appointment booking function). The help button for direct contact within the facility is in use at thirteen facilities.

3.2.3 The Orientation App for Homeless People and Those at Risk of Homelessness: NETZWERK OBDACH & WOHNEN (since 2021)

Due to the shortage of affordable housing, more and more people are at risk of homelessness. Although many homeless people and those at risk of homelessness regularly use digital devices, few digital solutions have been sought so far for this highly diverse target group. The individual life stories of those affected are very diverse, and they often face multiple challenges due to complex issues (such as unemployment, addiction problems, and health conditions). However, their financial situation is precarious in most cases.

For this reason, since late 2021, Tür an Tür – Digitalfabrik has been developing the multilingual guidance resource **Netzwerk Obdach & Wohnen** (<https://netzwerkobdachwohnen.de>) for people who are homeless or at risk of homelessness, as well as for all organizations that support them, in order to address this lack of digital support services tailored to this target group. Since in mid-2023, those seeking help have been able to access services and information from the City of Augsburg and actively use the platform.

The information on local services available on the platform is created and maintained directly on-site by experts in municipal administrations and aid organizations. The associated content management system can be operated without advanced IT skills. The information is displayed in a browser, making it accessible on any device – that is, via both smartphones and computers. The platform contains information on counseling centers, emergency shelters, and other support programs. A central element of the solution is multilingual support, as the proportion of non-German-speaking people among those affected by homelessness has risen, particularly due to the influx of refugees to Germany. The digital information service helps homeless people make

informed decisions, find the right counseling centers, and receive guidance in accessing support services. A data-efficient map function allows users to easily get an overview. In addition, the service is explicitly designed to have a preventive effect and to support people at an early stage through needs-based information and contacts.

The project was funded by the “Innovation Program for Business Models and Pioneering Solutions (IGP)” of the Federal Ministry for Economic Affairs and Climate Action.

3.2.4 The Case Management Software: LAW & ORGA (since 2024)

Law & Orga (<https://www.law-orga.de>) is an Open Source software for digital file and organizational management at the Refugee Law Clinics. They offer free legal counseling for refugees throughout Germany, provided by trained students – all under full legal supervision. The centralized management system facilitates knowledge sharing while adhering to high data protection standards and significantly streamlines the counseling process.

The maintenance and technical operation of Law & Orga are provided by Tür an Tür – Digitalfabrik. This is funded by the CMS Foundation.

3.2.5 Digitale Sprechstunde (August 2024 – July 2025)

Building on the experience gained from the joint implementation of a digitalization course in 2023, a weekly **Digitale Sprechstunde** (consultation on digital matters) was offered in 2024 in collaboration with the Youth Migration Service of the Diakonisches Werk Augsburg for adolescents and young adults with a migration background aged 12 to 27. The focus is on communication with government agencies and offices, which requires increasing digital literacy.

The service is open to anyone seeking advice from the Youth Migration Service who needs help navigating the digital services offered by government agencies. Questions regarding the operation and functions of smartphones are also addressed.

The open-access service took place over a total of 20 sessions at the Youth Migration Service’s offices. Over the entire period, 38 people received counseling. The detailed documentation of the counseling sessions clearly shows the hurdles involved in using digital government services. At 40%, email use was the most frequently requested topic—ranging from basic operation to sending attachments. In second place, at 27%, was the use of Jobcenter Digital, which posed particular difficulties due to complicated registration procedures and frequently changing requirements. Other topics included online housing searches (11%), the use of various online tools (9%), the online services of the immigration office (5%), AI use (4%), and online banking (4%). The results show that skills considered

basic knowledge for digital communication with government agencies—such as writing emails or registering on web portals—are often lacking among the target group. Due to a lack of funding, the program was not continued beyond July 2025.

3.2.6 Digital für uns (since September 2025)

Building on the insights gained from the Digital Consultation Hours, **Digital für uns** was launched in September 2025 in collaboration with the Youth Migration Service of the Diakonisches Werk Augsburg. Unlike the consultation offer (see 3.2.5), which offered individual support for specific digital questions, Digital für uns takes a more systematic approach: the user experiences of young migrants when using digital government services are systematically recorded, collected, and analyzed. Through workshops with adolescents and young adults, challenges are identified and suggestions for improvement are developed to create more understandable and accessible digital services.

A first workshop took place in December 2025 with seven participants. The results confirm many of the challenges already identified through the consultation offer: digital services provided by government agencies are often perceived as overwhelming and complicated; there is a lack of multilingual support, intuitive navigation, and options to choose between digital and analog methods. Participants also highlighted the strain within families when younger relatives have to take on responsibility for digital processes. In 2026, the results will be analyzed in greater depth together with the JMD, and explicit feedback on digital services for government communication will be compiled.

4 Organizational Structure and Team

4.1 Organizational Structure

The organizational structure of Tür an Tür – Digitalfabrik provides the framework within which project and development work takes place. This work is carried out by both employed staff and volunteers.

A large portion of the staff, in addition to their work at Tür an Tür – Digitalfabrik, is involved in other responsibilities – such as studies, family, or other commitments – meaning our organization must adapt to individual work schedules and dynamic requirements.

At quarterly conferences of Tür an Tür – Digitalfabrik, all staff members meet in person for two days to discuss current tasks, challenges, needs, and developments, and to jointly define strategic milestones and goals. This ensures that even in a hybrid organization whose members are spread across different parts of Germany, good collaboration and a shared organizational culture are maintained.

4.2 Collaborations, Partnerships, and Networks

Historically, the shareholders of Tür an Tür – Digitalfabrik have also played a central role in the areas of partnerships, collaborations, and networks. Through our main shareholder, Tür an Tür – miteinander wohnen und leben e.V., there is a strong network of connections with integration projects in Augsburg. The association has existed in Augsburg since 1992 and has been advocating for the opportunities and rights of refugees and migrants in regional projects ever since.

The remaining three partners, namely, the emeritus chair of the Department of Business Informatics at the Technical University of Munich (Prof. Dr. Helmut Krcmar), and professors at the Technical University of Dortmund (Prof. Dr. Manuel Wiesche) and the University of Innsbruck (Assoc. Prof. Dr. Maximilian Schrieck), not only contribute their expertise in the field of software architecture but also regularly share their contacts within the national e-government community and with other research institutions. In addition, Prof. Dr. Helmut Krcmar's KrcmarLab co-organizes the quarterly conferences, serves as a research partner for various challenges faced by Tür an Tür – Digitalfabrik, and supervises theses in the context of Tür an Tür – Digitalfabrik's activities. On occasion, Tür an Tür – Digitalfabrik is involved as a practical partner in courses and seminars.

The Tür an Tür – Digitalfabrik was part of the "Teilhabe Wirkungsschmiede" initiative within Ashoka Germany's "Programm Engagement mit Perspektive." Together with other social enterprises, the impact orientation of the respective activities was put to the test. The fundamental orientation of Tür an Tür – Digitalfabrik's strategies is shaped by this exchange. As alumni of the program, our organization is also part of a large network of enterprises sharing the same values and visions.

Collaborations also play an important role in the concrete development and implementation of our digital solutions. In addition to local governments, which are our most important partners in the context of the Integreat integration platform, for example, we also collaborate with charitable organizations such as the Malteser Werke, the Diakonie, and Caritas. In the context of the Lunes app, we also have content-related collaborations with professional and industry associations.

5 Organizational Profile

5.1 General Information

Name	Tür an Tür – Digitalfabrik gGmbH
Organization's registered office according to the articles of association	Augsburg
Date of Incorporation	June 22, 2016
Legal form	Non-profit limited liability company
Contact Information	Wertachstraße 29 86153 Augsburg digitalfabrik@tuerantuer.de https://tuerantuer.de/digitalfabrik/
Articles of Association	Articles of Association
Registry Office	Augsburg-Stadt Tax Office
Registration number	HRB30759
Date of registration	June 27, 2016
Statement regarding non-profit status pursuant to Section 52 of the German Fiscal Code. Date of the determination notice, issuing tax office, statement of charitable purpose	(1) The purpose of the company is a. providing assistance to persons persecuted on political, racial, or religious grounds, as well as to refugees, displaced persons, resettlers, late resettlers, war victims, survivors of war, war invalids, prisoners of war, civilian victims, and persons with disabilities; providing assistance to victims of criminal offenses; and preserving the memory of persecuted persons, war victims, and victims of disasters; promoting the tracing service for missing persons; b. promoting social welfare, in particular the purposes of officially recognized associations of independent social welfare organizations (Section 23 of the Value-Added Tax Implementation Ordinance), their sub-associations, and their affiliated institutions and facilities; c. promoting development cooperation; d. the promotion of civic engagement for the benefit of charitable, benevolent, and religious purposes; e. the promotion of science and research; f. the promotion of education, public education, and vocational training, including student aid The most recent exemption notice from the Augsburg-Stadt Tax Office is dated May 15, 2025.
Number of employees of whom full-time of whom are volunteers	54 39 15

5.2 Governance of the Organization

5.2.1 Management and Executive Body

The business of Tür an Tür – Digitalfabrik is managed by Daniel Kehne and Clara Bracklo. Both managing directors have sole power of representation and perform their duties on a voluntary basis.

Clara Bracklo was born in Stuttgart in 1995. She became involved with Tür an Tür – Digitalfabrik during the final semester of her bachelor's degree in Intercultural Management and Communication at Karlshochschule International University in Karlsruhe, which she completed in 2017, and has been responsible for impact measurement within the organization ever since. In 2022, Clara Bracklo successfully completed her master's degree in Ethics of Text Cultures at the University of Augsburg. By taking on the role of managing director, the impact-oriented nature of the digital solutions developed will be brought even more into focus.

Daniel Kehne was born in 1990 in Ahlen, Westphalia. After graduating from a technical high school, he completed a dual degree program in the IT division of Siemens AG. Starting in 2012, he worked as a process consultant at the French IT group Atos. From 2014 to 2018, he studied Finance & Information Management at the University of Augsburg and the Technical University of Munich, successfully completing his degree in March 2018. In April 2015, he launched the Integreat project and assumed the role of managing director with the founding of Tür an Tür – Digitalfabrik.

Clara Bracklo and Daniel Kehne jointly lead Tür an Tür – Digitalfabrik. Clara Bracklo is responsible for the areas of impact, human resources, and organization. Daniel Kehne is responsible for all networking activities as well as the initiation and coordination of the various projects.

Fritjof Knier is also authorized to represent the company and has held sole power of attorney since April 2022. Fritjof Knier was born in Heide in 1990. After completing a dual degree in Business Administration at the European University of Applied Sciences Rhein/Erft, an apprenticeship as an industrial clerk at the Neuman & Esser Group, and an internship at the management consulting firm INVERTO, he began studying Finance & Information Management at the University of Augsburg and the Technical University of Munich in 2014, successfully completing his degree in September 2017. In November 2015, Fritjof Knier joined the Integreat project as a project manager and, with the founding of Tür an Tür – Digitalfabrik, took on one of the two managing director positions until he assumed the role of authorized signatory.

5.2.2 Supervisory Body

The shareholders' meeting approves the annual financial statements, makes decisions regarding the appropriation of profits, and discharges the management. The shareholders' meeting convenes once a year and consists of the board of Tür an Tür – miteinander wohnen und leben e.V., namely Thomas Körner-Wilsdorf, Ludwig Lier, Elena Mañez y Moya, Martin Stettinisch, and Dr. Stefan Wagner, as well as Prof. Dr. Helmut Krcmar and Prof. Dr. Manuel Wiesche from the Chair of Business Informatics at the Technical University of Munich, the Chair of Digital Transformation at the Technical University of Dortmund, and Assoc. Prof. Dr. Maximilian Schrieck from the Institute of Business Informatics, Industrial Engineering, and Logistics at the University of Innsbruck.

5.2.3 Conflicts of Interest

There is no overlap in personnel between the management and supervisory bodies. The managing directors are not shareholders. At the express request of management, the shareholders contribute to day-to-day business at irregular intervals with substantive proposals.

5.2.4 Internal Control System

Fritjof Knier is responsible for monthly financial reporting. Expenditures are decided jointly by both managing directors, and invoices are also reviewed by both.

5.3 Ownership Structure, Memberships, and Affiliated Organizations

5.3.1 Ownership Structure

The authorized capital of Tür an Tür – Digitalfabrik gGmbH is 25,000 euros. The main shareholder of Tür an Tür – Digitalfabrik gGmbH is Tür an Tür – miteinander wohnen und leben e.V., which holds 70% of the shares. The association is represented externally by a five-member board of directors. The remaining 30% is held by individuals who were already involved in the Integreat project at its inception and who, at the time of the company's founding, were all affiliated with the Chair of Business Informatics at the Technical University of Munich. These are the chair holder, Prof. Dr. Helmut Krcmar (14% of the shares), Prof. Dr. Manuel Wiesche (8%), and Assoc. Prof. Dr. Maximilian Schrieck (8%).

5.3.2 Memberships in Other Organizations

- Social Entrepreneurship Network Germany e.V. (SEND) since May 2017
- NETZWERK Unternehmen integrieren Flüchtlinge (NUIF) since July 2017
- lagfa bayern e.V. since December 2022

5.3.3 Affiliated Organizations

Tür an Tür – Digitalfabrik has no ties to organizations beyond membership. Tür an Tür – Digitalfabrik does not hold shares in other organizations.

5.4 Environmental and Social Profile

Resource-efficient work is closely linked to aspects of sustainability and has been an important part of our work from the very beginning. Through the active use and in-house development of open-source technologies, we save development resources while simultaneously utilizing and creating transparent and data-friendly solutions. It is not always possible to address all aspects of sustainability equally, and trade-offs are necessary in individual cases. We are aware of these tensions. Nevertheless, many sustainability guidelines are already in place and help us to structure our work in a way that is as gentle as possible on the environment and people.

Environment

- The full cost of the Deutschlandticket is covered for employees. Additionally, there is the option to have the cost of a BahnCard 25 covered.
- CO2 offsetting for orders and bookings (e.g., CO2-compensated printing of promotional materials) should be utilized whenever offered.
- The organization's estimated annual CO2 emissions are offset. According to the Climate Company Calculator, approximately 44.5 tons of CO2 were calculated for the year 2025. The largest share is attributable to mobility, particularly during quarterly conferences, followed by energy consumption in home offices. The use of AI models, such as for image generation in the Lunes project, amounts to less than 100 kg even in the worst-case scenario. To ensure full coverage, twice the amount is offset as a rule (89 tons of CO2 in 2025). At the same time, offsetting is not the best solution and emitting less CO2 is always better.
- Catering for events is booked without animal-based ingredients whenever possible.
- By purchasing used hardware, environmentally friendly decisions are made regarding the equipment necessary for work.
- Business cell phone contracts are signed with socially responsible and climate-positive companies.

- Office space sharing: The project space shared with the Rechts-der-Wertach neighborhood management prevents vacancies.
- Gradual transition of internal services (e.g., calendars) to Open Source alternatives such as Nextcloud.

Social

- Employment contracts are concluded with a minimum of 30 days of vacation.
- Work locations can be freely chosen while taking into account shared working hours and are equipped within the scope of available resources.
- Working hours are freely selectable. Regular coordination meetings ensure the best possible team collaboration.
- Tür an Tür – Digitalfabrik offers employees who are subject to social insurance contributions and have been employed for at least three years the opportunity to take a sabbatical of up to six months. This is based on the savings model. A sabbatical may be taken once every five years.
- Coverage of language course costs for employees (German and English).
- As part of the company's language mentoring program, colleagues receive support in learning German at the workplace.
- In 2025, an internal participatory process was conducted to develop employment-related salary criteria for special payments.
- An internal contact person for diversity is available and works to ensure improvements in this area.
- Team members and shareholders are informed of all relevant events through monthly summaries provided by the executive directors. Annual impact reports provide additional transparency.

6 Finance and Accounting

6.1 Bookkeeping and Accounting

The bookkeeping for Tür an Tür – Digitalfabrik gGmbH is handled by tax consultant Evelyn Zuber, Augsburg (external), who also prepares the annual financial statements and balance sheet. The financial statements for the year 2025 will not be prepared until the end of the following year, so we will only provide an estimate of revenue and expenses for the year 2025 here.

6.2 Revenues and Expenses

Currency, Unit	Euro, €
Revenue	
1. Revenue	895,000.00
of which from public contracts	0.00
2. Grants	192,500.00
of which from public sources (grants)	128,000.00
3. Membership fees	0.00
4. Other revenue (prize money, donations)	32,000.00
Total revenue	1,119,500.00
Expenses (if your total revenue is less than 500,000 euros)	
1. Personnel costs	836,000.00
2. Operating expenses	241,000.00
3. Financing costs	0.00
4. Taxes	0.00
5. Other expenses	0.00
Total expenses	1,077,000.00
Net income (revenue minus expenses)	42,500.00

6.3 Resources Allocated in 2025

In 2025, financial resources consist of personnel costs amounting to 836,000 euros and material costs amounting to 241,000 euros. In total, 1,077,000 euros were thus allocated in 2025 to the further development of the organization and the improvement of our offerings and services.

With a fluctuating number of approximately 15 highly dedicated volunteers, an estimated 3,500 hours of time resources are added. The strong collaboration between full-time staff and volunteers makes it possible, regardless of time constraints, to apply specialized expertise for a social cause and to work together on innovative solutions within a diverse team.

6.4 Financial Situation and Planning

As in the previous year, the activities of Tür an Tür – Digitalfabrik were largely financed from its own revenues. At the end of 2025, a surplus of approximately 42,500 euros will be recorded, which can be transferred to the reserve fund. The Integreat project accounts for the largest share of revenue at around 691,500 euros, followed by the Malte app with 188,500 euros. Other significant contributors to revenue include the app for the Bavarian Volunteer Card with approximately 27,500 euros, the digital Nuremberg Pass with 18,000 euros, the digital KoblenzPass with 14,000 euros, and the Augsburg Wi-Fi project with approximately 19,500 euros.

For Integreat, revenue comes from a total of 141 municipal administrations, ensuring a high degree of risk diversification. For the Malte app, there is a framework agreement with Malteser Werke, through which billing is handled with the migration offices of the federal states or individual institutions. This also ensures a certain degree of risk diversification.

6.4.1 Source of Funds: Grants

The German Foundation for Civic Engagement and Volunteering was secured as a funding partner for the development of our multilingual Integreat chatbot *“Ask Integreat”* and the associated multilingual human counseling service (OMoS – Online Migration Counseling without Language Barriers). The funding ran from July 1, 2024, to December 31, 2025, and amounted to approximately 64,500 euros in 2025.

For the Lunes app, we secured funding through the *“InnoVET Plus”* program from the Federal Ministry of Education, Family, Senior Citizens, Women, and Youth. Funding for the *“BILDSCHATZ”* project, which aims to further develop the Lunes app, runs from October 1, 2024, to December 31, 2027, and amounts to approximately 128,000 euros in 2025.

6.4.2 Other Revenue

We received a designated donation of 11,000 euros from the CMS Foundation for the operation of the “Law & Orga” case management software.

For winning an innovation competition organized by the City of Munich, we received the second installment of the prize money in the amount of 7,500 euros, as well as a budget for material costs of 9,000 euros, following the successful implementation of our project.

Tür an Tür – Digitalfabrik granted Tür an Tür – miteinander wohnen und leben e.V. a loan of 70,000 euros for the construction of a social housing project, for which interest income of 1,400 euros was received at the end of the year. Approximately 3,000 euros in interest was generated from fixed-term deposits at the commercial bank FYRST.

In addition, approximately 1,500 euros in donations were received from individuals.

6.4.3 Outlook

In 2025, Tür an Tür – Digitalfabrik was able to generate a small surplus, which is expected to contribute to financial stability in the following year. Funding from the German Foundation for Engagement and Volunteering ended at the close of 2025, so we will henceforth attempt to cover the costs of *Ask Integreat* and OMoS through our own revenue. In addition to steady growth in Integreat partner municipalities, *Ask Integreat* and OMoS are also to be gradually rolled out in more municipalities.

Funding for the Lunes app will continue for another two years, so financing for this project remains secured.

New requests for the digital access card in 2025 have not yet led to implementation in any other region, so we will continue to focus next year on raising awareness and potentially securing new cities or counties.

As in previous years, we are aiming for a balanced annual result in 2026, with the team size remaining largely constant.