

Berlin Global Village

Diversity and Social Inclusion Guideline

Objectives and Initiatives

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Introduction

Berlin Global Village (BGV) is a centre for non-profit migrant and non-migrant organisations working on issues of global justice. The Diversity and Social Inclusion Guideline documents Berlin Global Village's approach and defines strategic, needs-based objectives and measures to be operationalised. The Guideline serves to ensure transparency and to guide and support members of the Centre in their efforts towards creating a working environment that reduces discrimination and promotes diversity.

In this document, Berlin Global Village describes its motivation, understanding, and self-assessment of diversity and identifies objectives and actions to guide Berlin Global Village in its two functions:

1. **Berlin Global Village as a centre and place of education** is a location that facilitates encounters and exchange. It has created a network between people and organisations with and without migration backgrounds in order to promote debate and dialogue about global justice at a city, national, and international level; and to develop ideas for implementation.
2. **As an employer and the Centre administration, Berlin Global Village gGmbH** is committed to its network and implementing this approach through democratic, diversity-orientated and inclusive personnel policies. This is achieved through the Centre's administration, programmatic work, pooling of resources, meetings, exchanges, networking, and joint use of shared infrastructures.

Founding Visions

Until the mission statement is finalised in 2026, BGV's Founding Visions is the central document in which its identity as a location, network, and employer is formalized. The Founding Visions were created by all the tenants of Berlin Global Village with the participation of the Council for Diversity and Social Inclusion and were embedded in the foundation of the of the Neubau in 2019.

1. Berlin Global Village is a visible location in Berlin where people, initiatives and organisations work for social change and global justice. Berlin Global Village is a place for encounters, cooperation and open dialogue that radiates out into society.
2. At Berlin Global Village, we are working together on a new *We* that identifies and recognises discrimination and critically questions and breaks down power relations. Berlin Global Village aims to contribute to an inclusive society in which people can live and participate in an equal and self-determined way regardless of skin colour, gender, age, sexual orientation, cultural or social background, religion, ideology or physical and mental abilities.
3. Berlin Global Village strives to achieve a discrimination-sensitive and diversity-orientated attitude that questions power – as an organisation, as a network and as a place.
4. At Berlin Global Village, we reject all forms of racism and discrimination with their intersectional entanglements and actively and resolutely oppose them. Berlin Global Village therefore sees it as a shared responsibility to create a space in which users can interact with each other in a way that is sensitive to discrimination.
5. We see Berlin Global Village as a learning organisation and a learning network that is aware of the challenge and complexity of dealing with racism and discrimination. We know that we will make mistakes. We want to learn from our mistakes in solidarity, individually, collectively and institutionally and seek and maintain an open and constructive dialogue on all sides.

6. Berlin Global Village recognises that Germany is a migration society and that diversity is its social reality. Berlin Global Village also recognises that Germany has a colonial past that continues to have an impact in the present, and that development cooperation also has colonial origins and carries colonial continuities within it.
7. At Berlin Global Village, debates surrounding culture, transcultural issues, migration and social policy, economic and financial policy, and environmental and climate policy are conducted from a global perspective. The following topics are addressed in particular: human rights, fair trade and trade justice, climate and resource justice, anti-racism, post-colonialism and decolonisation, global learning, food sovereignty, global development policy and development cooperation.
8. Berlin Global Village rents space to anyone interested in interactive collaboration. Various forms of work are made possible at Berlin Global Village.
9. Berlin Global Village supports smaller associations, initiatives, and activists.

Contributions

This policy has been developed using the expertise of many individuals and groups within the Centre and in the wider BGV community. Development of the policy was led and administered by the Management Team, acting on behalf of the Shareholders. Critical feedback was provided by the Tenants' Association and the Advisory Board. Contributions from BGV employees, members of the RDSI and several other people were also included through focus groups.

In addition to the direct contributors to the policy, other approaches and practices for developing progressive movements were used, including transformative justice and community accountability models developed by women and LGBTQIA+ people of colour for community-based solutions to discrimination. Although feminism and LGBTQIA+ issues were not explicitly built into our Founding Visions, we see them as central to an inclusive and intersectional approach in all our thematic areas. We recognise and benefit from the work that these communities have produced, while committing to a broader and more inclusive approach.

Objectives

The purpose and function of this policy is to ensure the following:

- Anchoring the Founding Visions of Berlin Global Village through clear and visible anti-discrimination structures and processes.
- Sustainable, permanent, and inclusive access to participation in the development of BGV for all employees, volunteers, and organisations in the Centre in line with the Founding Visions.
- Raised awareness of our identities with a focus on our affiliations, while recognising our differences as strengths in working together towards a work and event environment with reduced barriers to entry and less discrimination.

The objectives set out in the policy include, in particular, the creation of working structures and other foundational practices that encourage the participation of Centre members in future processes.

Principles

Guiding philosophy

BGV is a Centre shared by people and organisations with different stories, practices, approaches and experiences. Although our perspectives and approaches may differ, we are all united by our shared vision of more justice for all people. This shared vision is based on humility, appreciation and solidarity. This is all the more important when discussing diversity and addressing social inclusion.

Systems of domination such as racism and colonialism have separated us from each other to control us. They continue to do so. To counteract this, we create spaces at Berlin Global Village in which we celebrate the commonalities that unite us and where diversity is a strength. We build alliances and community. Through this perspective, together we create a BGV in which everyone is valued and respected.

Understanding diversity and social inclusion

Although our philosophy is based on commonalities, the unjust local, national, and global structures that divide us are ingrained in our minds and therefore also present within our walls. People are privileged, disadvantaged, or discriminated against because they belong to social categories or because that belonging is ascribed to them.

Social inclusion means reducing the barriers created by inequalities and power structures in order to give everyone in the Centre the opportunity to develop, change and participate so that equity can become a reality despite different conditions and specific needs.

BGV is committed to recognising and valuing the diverse, multidimensional, and interrelated differences between people to combat discrimination and actively dismantle the barriers that stand in the way of rightful participation in a way that is both self-aware and critical of power.

This Guideline requires active de-colonial and anti-colonial actions in the organisational development of BGV and promotes this as a cross-organisational task, particularly in power distribution and participation. This is particularly important to avoid tokenisation and the commercialisation of our values.

Types of participation/involvement

There are four types of participation through which BGV involves members of the Centre in content-related processes. Each type has a function and is deliberately utilised to ensure maximum participation whenever possible, considering the resources, capacities and responsibilities of each potential stakeholder.

Clarity and specificity are necessary to utilise participatory approaches. They help to understand what the members of the Centre actually do and what is required of them when they are asked to participate. Participation is deeply political, and it requires self-reflection to maintain rights and empowerment. From a power-critical perspective, when BGV asks less powerful stakeholders for support, it must be aware of the impact of such requests on those organisations.

Information participation involves informing people about projects, services, and decisions. More powerful stakeholders should be aware of the boundaries and avoid using their position to lend legitimacy to development plans. Less powerful stakeholders are involved to fulfil their desire to participate.

Consultation participation allows decision-makers to gather feedback, opinions, and ideas and potentially to adapt their decisions according to the input received. This is usually used as a means to an end and allows less powerful stakeholders to contribute their skills and knowledge without involvement in the final outcome.

Collaborative participation encompasses the shared responsibility of the members of the Centre, cooperation, distribution of tasks and joint decision-making, including vetoes. It gives members of the Centre a say in the decision-making and implementation of projects and political measures that affect them. For more powerful stakeholders, representative participation increases the chance that their intervention will be sustainable; for the less powerful, it can offer an opportunity to exert influence.

Empowerment participation requires the transfer of full decision-making power to the groups and members of the Centre. This leads to the empowerment of those involved and, as a result, to a change in structures and institutions in the interests of members of the Centre.

Types of participation involving BGV and members of the Centre:

Type	Mode	Influence	Methods	Examples
Information	One-sided	None	Passing on information	BGV informs the Centre: Jour Fixe, internal BGV website, newsletter, introductions, brochures
Consultation	Two-sided	Limited	Asking questions of members of the Centre, listening to them and taking their voice into account when making decisions	BGV receives feedback from the Centre: Jour fixe, preparatory meetings, surveys, questionnaires, interviews, suggestion boxes
Collaboration	Dialogue-based	Moderate	Organising events, distributing tasks and making decisions together	BGV creates with the Centre: BGVestival, forum, collection and coordination of ideas, cooperation events, educational events, volunteer work
Empowerment	Dialogue-based	Full control	Placing full decision-making power in the hands of the group members and implementing what they decide	Members of the Centre inform the BGV: project exchange, proposals from group members, committees managed by the community

Dimensions of diversity

The recognition and promotion of diversity at BGV requires a clear understanding of which social categories are relevant in order to ensure an intersectional approach in organisational development, to protect against discrimination, and to create space for additional, missing perspectives. Diversity is an existing condition and each of us has an identity in the following categories:

- Race/skin colour or racialised attribution
- Origin
- Language
- Religion and/or beliefs
- Gender including gender identity
- Sexual orientation
- Age
- Socio-economic status
- Social-family situation
- Neurodiversity
- Disability, chronic illness and/or health impairment

This list is not intended to be exhaustive, and the dimensions are interlinked – rather it serves as an orientation. We are aware that more exclusions exist and need to be addressed in society, and we will always maintain awareness and consciously prioritise resources from a perspective of solidarity.

Intersectionality recognises that individuals experience intersecting and interdependent systems of discrimination or disadvantage based on socio-demographic categories such as race, gender, class, sexuality and ability. An intersectional understanding of identities is embedded in these Guidelines to ensure that intersectionality is integrated as a fundamental approach in all policies, structures and practices, thereby ensuring greater equity and inclusion and supporting the diverse needs of all stakeholders.

Governance structures

Existing structures

Shareholders

Berlin Global Village gGmbH is the operator and owner of the Centre. As a non-profit limited company, it is value driven and does not pursue commercial purposes. in accordance with its shareholder agreement. Berlin Global Village gGmbH has three State associations as shareholders, which together represent approximately 180 NGOs in Berlin. The majority of tenants in the Centre are also members of the three shareholder associations and have through them a direct channel for feedback and influence.

The shareholders determine the direction of BGV and diversity plays a central role in this. Together, the two migrant NGO associations have a 60% share of the vote.

- Afrika-Rat Berlin-Brandenburg e.V. holds 30% of the organizational shares
- Berliner Entwicklungspolitischer Ratschlag e.V. holds 40% of the organizational shares
- moveGLOBAL e.V. holds 30 % of the organizational shares

Afrika-Rat e.V. is a network of associations, organisations, initiatives, and people within the African diaspora in Berlin and Brandenburg, which brings together and represents the common interests of the African diaspora in Berlin and Brandenburg.

Berliner Entwicklungspolitischer Ratschlag (BER) is a network of groups and associations active in development policy and is the mouthpiece for people in Berlin who are committed to global justice. BER advocates for a future-oriented Berlin in a globalised world and a strong civil society.

moveGLOBAL e.V. is an umbrella organisation for Berlin migrant organisations that creates public spaces in which their concerns can be heard and enables the voices of people with a history of migration and their organisations and associations more opportunities for participation and co-determination, so that they have a seat at the table in all political areas in the state of Berlin, especially on issues that affect them.

Centre Administration

The Centre Administration with its Programme, Operations, Events, and Public Relations departments is responsible for the operational administration of the Centre. The Centre Administration has the role of translating the BGV's diversity and social inclusion objectives into the day-to-day work of BGV gGmbH in a practical, comprehensible and transparent way and implementing them in every area of work. BGV understands diversity and social inclusion as a cross-organizational task and sees itself as a learning organisation and a learning team.

The Centre Administration also organises and facilitates the cooperation between the individual councils. The BGV's advisory bodies are regularly asked for feedback, which results in changes to practices and processes. An important factor is the Managing Directors define this as a central part of their leadership responsibilities. This coordination as a key function of the Management Team includes not only coordination of the councils but also including them into intersecting areas of BGV programme work. This helps to ensure that the different perspectives are regularly integrated.

Management of diversity and social inclusion at BGV

- Development, management, and implementation of the Diversity and Social Inclusion Guidelines.
- Networking BGV MSOs and networking with MDOs/MSOs outside BGV.
- Coordination of the MSO Anti-Racism Council, including its participation in BGV meetings (Tenants' Association, commissions and committees, participatory events).
- Coordination of staff networks, including their involvement in participatory events.
- Coordination of the Advisory Board, including involvement in BGV meetings (commissions and participatory events).

- Integration of council perspectives into the development of organisational structures, processes for defining objectives, development of criteria for allocation and programmatic orientation.
- Administration and coordination of conduct standards and grievance mechanisms, including the role of point of contact and central reporting body for cases of discriminatory behaviour.

Conduct standards and grievance mechanisms

BGV conduct standards and grievance mechanisms allow the development and maintenance of considerate, responsible, and supportive behaviour towards one another. These structures provide the framework for respecting the boundaries of others and the way in which the Centre supports and intervenes to resolve conflicts in cases of discrimination, including diversity and anti-discrimination contact points, anti-discrimination ombudspersons, supervision, and event production.

A detailed description can be found in the annex: **Conduct standards and grievance mechanisms**.

MSO Anti-Racism Council

The purpose of the Migrant Self-Organisations (MSO) Anti-Racism Council is to give BIPOCs from MSOs the opportunity to come together, reach agreements, and influence other councils and processes in an advisory capacity and to address empowerment needs.

The Council was founded in 2018 and is an advisory body set up by the shareholders to assess all relevant processes from a migrant-diasporic and BIPOC perspective and develop proposals for the ongoing operation of the Centre. As an empowered space, the MSO Council is completely autonomous in its own structures and governance.

It is the interface between the shareholders, the Centre Administration team and MDOs/MSOs in the Centre. The MSO Council can influence the Tenants' Association, as it is also represented on that body with two voting positions.

A detailed description can be found in the annex: **MSO Council profile**.

Tenants' Association

The Tenants' Association (TA) is the participatory body for tenant organisations and initiatives. It consults the Management Team, the MSO Council and staff networks. The Tenants' Association brings together the concerns of the tenants of BGV and represents their joint rights vis-à-vis the shareholders.

The TA is formed through a democratic process and comprises six representatives from six associations in the Centre, who work in tandem as pairs. Each tandem pair has one MDO/MSO and one non-MDO/MSO representative. The Tenants' Association influence Centre decisions, specifically the allocation of offices and space in BGV. In this way, Berlin Global Village gGmbH rents out its properties in a transparent and discrimination-sensitive manner.

Staff Networks

As a community, it is beneficial for BGV to be open to as many people as possible, while ensuring that its focus is on the needs and concerns of marginalised groups.

The Staff Networks are open committees for all staff of the Centre's organisations and associations. This is where staff with similar interests, backgrounds and challenges come together on a voluntary basis in order to:

- exchange ideas.
- support each other or create "safer spaces".
- discuss specific situations and provide feedback to the Tenants' Association.

A detailed description can be found in the annex: **Staff Networks profile**

Advisory Board

The diverse Advisory Board looks at the development of BGV from a perspective that goes beyond BGV and advises on all important issues in the context of the city as a whole. The focus here is on the content of the programme work. It makes recommendations to the Shareholders and the Managing Directors.

Legal framework

Several legal regulations are relevant for diversity and social inclusion at BGV as a Centre and as an employer, as they are binding for public organisations and can also help BGV to think about the steps required to further reduce barriers, implement inclusive approaches and prevent discrimination in terms of best practice.

Federal level

- The general prohibition of discrimination, Basic Law Art. 3
- The General Equal Treatment Act (AGG)

State level

- Berlin State Equal Opportunities Act (LGG)
- State Equal Rights Act (LGBG)
- Social Code Book Nine (SGB IX)
- Obligation of accessibility (BIKTG)

Responsibility

Responsibility for all measures lies with the BGV Managing Directors and is shared by the entire Centre Administration, where appropriate. Striving for a diverse working environment and taking social inclusion into account in operational practice and strategic decisions requires commitment and consideration on the part of the Managing Directors and all persons in positions of power.

Although the role of Managing Director is a traditionally hierarchical position, placing the responsibility at this level promotes prioritisation and integration of diversity and social inclusion considerations in all areas of the organization. The Management Team comprises

two individuals to strengthen the organisation's commitment to promoting a broader range of perspectives, increasing accountability, improving resource allocation and creating an environment in which inclusive practices can thrive. This dual leadership model not only strengthens the effectiveness of diversity and the initiative for social inclusion, but also promotes an organisational culture that focuses on collaboration, equality and shared responsibility.

With a view to contributing the appropriate expertise, the Managing Directors are responsible for undertaking continuous training and keeping up to date with the latest developments, maintaining an awareness of their own biases and questioning them, creating transparency with regard to their perspectives and positions and building trust.

A tolerant learning culture

Mistakes challenge us to learn, grow, and improve. Disruptive or discriminatory experiences can and will occur due to mistakes in our communication and interaction with others.

Learning from interpersonal and organisational mistakes is not easy and the fear of failure can be paralysing, especially when mistakes cause suffering or when white supremacist values of perfectionism are normalised. An in-depth examination of mistakes can be emotionally difficult and damage self-esteem. Responding to mistakes also involves becoming aware of the cognitive bias of favouring evidence that supports existing beliefs over alternative explanations or downplaying personal responsibility by placing excessive blame on external or situational factors. An analysis of interpersonal and organisational mistakes requires openness, patience and tolerance towards causal ambiguity.

Social inclusion involves dealing with mistakes collectively and individually, a willingness to be transparent, taking responsibility, avoiding mistakes (wherever possible) and learning from those that do occur. It is crucial to see mistakes as an opportunity to learn, adapt and improve so that they can support a working environment that fosters community and drives development.

There is a range of reasons for mistakes, covering everything from deliberate deviation to thoughtful experimentation. BGV is aware of this complexity. It is important to go beyond the obvious and superficial reasons for mistakes to understand the root causes.

The standards set out in the Code of Conduct are non-negotiable and wilful non-conformance or disregard will not be accepted.

Complex mistakes are usually the result of several actions that have occurred at different levels or in different areas of the organisation. Detailed, team-based discussions and analyses are required to understand what happened and to prevent it from happening again. The socially inclusive governance structures provide interdisciplinary teams with different skills and perspectives for dealing with cases of discrimination.

Implementation components

Power-critical organisational development

A power-critical approach to organisational development rigorously examines the power relations embedded in organisational structures, politics, and culture and actively challenges them. It recognises that power is often concentrated so that certain voices are marginalised, and inequities persist, whether through decision-making power, access to resources or informal influence. By critically examining who has the power and how this impacts organisational practices, BGV facilitates the removal of structural barriers to inclusion. This includes creating transparent, equitable systems for decision-making and promoting measures that create an environment in which different perspectives are not only represented, but also have an influence on the direction of the organisation.

This approach is beneficial for all members of the Centre but has a particular impact on historically marginalised or underrepresented groups, as it reduces the influence of entrenched, often colonial, power structures. By consciously analysing power, BGV can avoid reproducing hierarchical or colonial dynamics that could undermine efforts towards social inclusion. A power-critical approach increases the legitimacy and effectiveness of strategic initiatives by making inclusion the basis rather than supplemental.

Data-driven decision-making

Data-driven decision making empowers organisations to take a strategic, informed and proactive approach to improving social inclusion. By utilising anonymously collected and secured data, we can identify problems, set targets, develop specific measures and track progress.

This approach enables BGV to:

- identify discrepancies and inequalities in the diversity of perspectives or the inclusivity of policies and practices.
- set measurable inclusion targets and establish baselines or revise policies. To provide a data set for comparative analyses or further benchmarking.
- develop and adapt interventions, targeted programmes and tailor-made training opportunities for specific organisations or individuals.
- monitor progress against success criteria and adapt strategies more flexibly to embed inclusion into organisational processes.
- measure organisational culture and strengthen accountability through transparent reporting and data-driven dialogue.
- improve reporting for current donors and increase opportunities for additional funding for both BGV and our tenant organisations.

A power-critical approach to data-driven decision-making involves not only the use of data, but also a critical examination of how power dynamics influence the collection, interpretation and use of data. This approach recognises that data is not neutral and seeks to challenge and reduce existing power imbalances that can lead to exclusion. This includes:

- Scrutinising data sources to understand which perspectives are present or missing and practising inclusive data collection methods.
- Decentralising dominant narratives by questioning dominant methods and metrics and elevating marginalised voices.
- Analysing the data with a power-conscious and intersectional perspective that questions the data results and checks the results through feedback loops with marginalised groups.

Quality criteria for monitoring and implementation

Success and quality criteria play a crucial role in effective implementation of the Diversity and Social Inclusion Guidelines as they provide clear benchmarks and standards to guide, measure and validate the effectiveness of the strategy. The criteria help to ensure that specific initiatives are not only implemented, but also have a real impact and are in line with the BGV's general objectives of promoting an inclusive environment.

Over time, the criteria help to establish best practice so that they become standard across the organisation. Anchoring them in this way ensures that diversity and social inclusion remain a priority even if the management or external conditions change.

Obligation to provide resources

Resources provide the necessary support for the planning, implementation and sustainability of effective social inclusion initiatives. Without sufficient resources, even the best-intentioned strategies can fail due to a lack of proper execution, monitoring and engagement. Without adequate resources – be they financial, human, technological or organisational – a social inclusion strategy is likely to remain superficial or fail to deliver meaningful and lasting change.

Rewarding volunteers and marginalised people for the time they spend developing BGV is crucial for ethical, practical and strategic reasons. It ensures fairness, sustainability and effectiveness in the development of the organisation and at the same time reinforces the values of equality and justice that BGV wishes to uphold. Provision of resources is one of the relevant quality criteria.

Glossary

Term	Definition
Decolonisation	Decolonisation in the context of this policy involves the dismantling of hierarchical structures and practices rooted in colonial power dynamics, such as top-down authority, exclusionary politics, and cultural hegemony. It includes ongoing efforts to overcome Western economic models, the depoliticization of socio-economic inequality, the legitimisation and reproduction of power relations between privileged and marginalised individuals and organisations, and Eurocentrism ¹ .
Anti-discrimination	Anti-discrimination is working against oppression and involves the implementation of policies, practices and cultural changes that actively recognise, prevent, and combat discrimination based on socio-demographic categories. It focuses on creating an equitable environment where all people are free from bias and prejudice.
Power sharing	Power sharing refers to the conscious distribution of decision-making powers, responsibility and influence on various interest groups within our organisation through participation. It aims to decentralise power from traditional hierarchical structures within BGV and ensure that diverse voices, particularly those of marginalised groups, are included in management and policy decisions.
Empowerment	Empowerment is a form of power sharing and involves giving individuals and teams the authority, responsibility, and resources to make decisions and shape the organisation. It shifts power and responsibility from centralised functions in the Centre Administration to members of the Centre at all levels.
Solidarity	Solidarity means actively supporting the struggles and needs of those who are systematically disadvantaged inside and outside the organisation. It means standing up for their rights, allowing their voices to be heard and ensuring their inclusion in decision-making processes. By committing itself to solidarity, BGV is working to break down systemic barriers.

¹ See: Schöneberg, Julia; Ziai, Aram (eds.): Dekolonisierung der Entwicklungszusammenarbeit und Postdevelopment Alternativen: AkteurInnen, Institutionen, Praxis. Baden-Baden, pp. 7-20, 2021.

BIPoC	This acronym stands for Black, Indigenous and other People of Colour. It is intended to be inclusive and is used in this policy in the interests of clarity. Some members of the Centre describe themselves as Black rather than BIPoC. In contexts that deal exclusively with Black people, we use the term "Black" to ensure specificity.
LGBTQIA+	LGBTQIA+ is an abbreviation for Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual and represents a variety of sexual orientations and gender identities. The plus sign stands for other identities and orientations that are not explicitly mentioned in the abbreviation. This term emphasises that every form of selfhood is legitimate.

2025-2027 Diversity and Social Inclusion Strategy

Through a clear, horizontal, and intersectional approach, we address all groups present and not yet present in BGV. Nevertheless, there is a need for vertical strategies and measures for BGV geared towards specific needs.

Goals

In addition to the core objectives of the Guidelines, the Strategy includes needs-orientated goals and the systematic implementation of specific measures. The plan is to update the Diversity and Social Inclusion Strategy every two to three years. In addition to the core objectives, the following objectives are pursued this three-year strategy:

1. All members of the Centre are aware of the strategic orientation and inclusion-orientated priorities, in particular the reduction of institutional barriers.
2. All members of the Centre have access to information and contact structures in the areas of social inclusion and anti-discrimination.
3. There is a robust evidence base for diversity and social inclusion with transparency for everyone how data is collected, analysed, protected, and used for decision making.
4. The governance structure for social inclusion is operational and any needed adjustments are known and planned.
5. BGV gGmbH employees are trained in diversity-awareness and structured resources are available to members of the Centre.
6. Diversity and social inclusion are evident values in the Centre and there is awareness of how the members of the Centre experience the organisational culture.

Status quo

The commitment to diversity and social inclusion was set out in the Founding Visions when BGV was established. Since the gGmbH was founded, the following processes and practices have been created to serve the vision:

- BGV has partially addressed binary gender norms. At least one WC on each floor is designated as non-binary.
- Barrier-free toilets can be found on every other floor and a ramp has been provided to the entrance area of the BGV to give wheelchair users independent access. The feasibility of retrofitting doors with door openers has been examined in order to remove further barriers.

- A stage ramp was installed in the Miriam Makeba Hall and the door to the Chandra Mohatny Hall will be replaced in January 2025.
- When designing the new website, accessibility was also a criterion specified for the agency commissioned with the design.
- A community kitchen was set up during the construction phase in order to reflect diverse nutritional practices in the Centre.
- A space for migrant-diasporic organisations, cross-financed by the entire Centre, has been created.
- A quiet room, which is also available for various spiritual practices, has been created.

Previous initiatives have been carried out on an *ad hoc* basis, according to how the organisation has developed and shaped itself. Now that the Centre is physically established, the planning and implementation of future initiatives to promote diversity and social inclusion will be strategically defined and integrated into current programmes.

Focus areas

Focus areas are the categories of planned initiatives in this strategy cycle. They have been determined on the basis of feedback gathered from the various governance structures across the Centre over the past year and the data collected.

All of the initiatives listed here are financed by existing BGV resources or BGV-specific funding and have no impact on the cost of office space or operating costs.

Work organisation and design

Increased availability of financial solidarity with MSO organisations

The sustainability of MDO/MSO organisations is and remains at risk due to precarious working and financial structures. Many operate on a voluntary basis and tenants' organisations work without a safety net. We need practical mechanisms in the short and medium term to ensure the presence of organisations without structural funding in the building. Several approaches need to be examined, tested and implemented, including models of solidarity-based redistribution among NGOs and targeted fundraising strategies to support subsidised rents for underprivileged NGOs.

Functional power-sharing structures and expanded empowerment spaces

The Centre requires a power-critical review of our working cultures and structures to ensure that different perspectives have a place, are represented and can empower each other. To make this possible, we need to understand which empowerment spaces are required. BGV makes the appreciation of diversity evident itself through clear social inclusion structures and power-sharing frameworks. All social inclusion structures are operational (including all bodies and staff networks) and are known to the BGV tenants.

Structured provision of further education and training on diversity and social inclusion

The staff of BGV and its tenant organisations are diverse in their backgrounds and experience. In order to foster the necessary readiness for the discussions ahead and to continuously develop our communication skills for joint action, it is crucial that training on diversity and social inclusion is available. Training programmes that are relevant to various interest groups are carried out in collaboration and cooperation with providers, strengthening our network and supporting our approach.

Improved facilities for people with visual and hearing impairments in the Centre

It is essential that BGV improves the building structures for people with visual and hearing impairments to make them more inclusive and ensure that everyone can use our spaces with greater independence, safety and comfort. Inclusive design recognises that our buildings and spaces should meet the diverse needs of all users.

Internal and external communication

Inclusive communication: Concept and internal website

An inclusive communication concept is an essential tool for BGV to create transparency and promote participation and commitment. With clear rules of behaviour and protection of freedom of expression, the concept will be geared towards increased accessibility. Multilingualism (including sign language and pictograms) and the reduction of workflows that are exclusively in German are encouraged. Clear and easy access to the internal website and communication channels is part of this, so that the people who work and are involved in BGV are better informed about ongoing processes and are actively involved in participation.

Establishment of conduct standards and complaints mechanisms

BGV conduct standards and grievance mechanisms allow the development and maintenance of considerate, responsible and supportive behaviour towards one another. These structures form the framework for respecting the boundaries of others and the way in which the Centre supports and intervenes to resolve conflicts in cases of discrimination. The inclusive reporting office, ombudspersons, supervision, events and anti-discrimination standards and grievance mechanisms support social inclusion in BGV in the event of relevant conflicts between organisations and individuals who rent space or organise events in BGV.

Conceptualisation of awareness rules for events at BGV

As an event venue, BGV is responsible for ensuring that the Centre's rules are clearly communicated, including the processes for minimising and handling cases of discrimination at events. As events are hosted by external organisations and attended by external guests, this concept is about setting standards and expectations wherever we can. We believe that we and other organisers are jointly responsible for taking responsibility for the events we organise. The development of this concept is closely linked to the internal anti-discrimination standards and complaints mechanisms with a broader focus, allowing account to be taken of the diversity of our customer organisations.

Project and service development

Diversity-sensitive BGV onboarding process

A socially inclusive Centre requires access to participation. In order to be able to participate, each individual must understand the internal structures and opportunities for involvement. BGV will revise and reissue the BGV Centre onboarding process for all members of the Centre to include an overview of the organisational structures, the Code of Conduct, the house rules and additional resources.

Diversity and social inclusion: data collection and processing

Inclusive organisational development is not possible without data-driven decisions. In order to make informed decisions and improve social inclusion at the Centre, BGV must have robust, privacy-compliant mechanisms for collecting, analysing and acting on data that make clear who is represented at which levels of influence and what the experiences of individuals are. These mechanisms must be accessible, secure and, wherever possible, anonymous or confidential in order to protect the interests of the individual. The reporting mechanisms must be as open and transparent as possible.

Action plans

Each initiative summarised under the focus areas is described in detail in individual action plans for its implementation. These are attached as additional documents to the strategy section of the policy.

Contact

If you have any questions or feedback relating to our concept, please get in touch with the following contact person:

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