

Work Programme

2019

Summary

Bureau for the Implementation of Equal Treatment e.V. (BUG)

The Work Programme 2019 was prepared by Vera Egenberger and Lena Kleist. It was passed by the board of BUG at the 11th board meeting on 10.11.2018.

This is an English translation of the original German document.

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A. Introduction

The Bureau for the Implementation of Equal Treatment e.V. (BUG) is a legally registered association under German law in Berlin. It was founded in spring 2009 and is made up of over eighty individual members. Since summer 2009, BUG has a non-profit status.

BUG is a nonpartisan and non-confessional organisation without any institutional or structural connection to political parties, religious groups or federations. BUG performs its tasks in a widely independent manner; however, it also builds and fosters constructive cooperations and dialogues with other organisations that represent the interests of persons who are potentially affected by discrimination.

This document is BUG's eleventh Work Programme since its establishment, and covers the period from January to December 2019.

The primary goal of this Work Programme (WP) is to specify BUG's activities for the year 2019. Due to the organisation's limited capacities and resources, and despite the need to promote equality work and apply it as broadly as possible, BUG has to make decisions in order to employ its competences and capacities in a most focused and effective manner. These activities are pointed out in this Work Programme.

B. Situational analysis

Twelve years have now passed since the German General Act on Equal Treatment (Allgemeines Gleichbehandlungsgesetz, AGG) came into effect, and experience has been gained. The strengths and weaknesses of the Act can now be evaluated and the need of amendments becomes clear. Already in 2014, BUG has created a collection of material with respect to this. It was edited and appended in 2017. A statutory strengthening of the German General Act on Equal Treatment's appears to be in the far distance. BUG will employ its skills and capacities to promote a reinforcement of anti-discrimination law in Germany within the context of its Work Programme 2019 - 2020.

Until 2019, BUG was able to gain a clear and respectable profile. It stands out from existing organisations and covers a specific and widely untreated field. The Strategic Plan and its coherent annual Work Programmes (WP) help to develop a public and clear-cut profile.

C. Purpose of the Work Programme

The purpose of this Work Programme is to specify objectives and activities for 2019. The WP is closely connected to the aims and topics of the Strategic Plan for 2019-2020. It describes specific actions and the objectives to achieve in that way.

Thematic Priorities

The Work Programme strictly follows the numbering that was used in the Strategic Plan (SP). As such, it is possible that this Work Programme does not provide activities for certain strategic objectives. These are indicated; however, they appear in a smaller font size. This makes it possible to maintain a general overview of BUG's activities in the timeframe laid out by the SP.

D. Goals of the Bureau for the Implementation of Equal Treatment

The organisation is based on an explicit human rights based approach,¹ which views non-discrimination and equal treatment as human rights. Human rights are not only a social duty, but an inviolable right.

In the hope of achieving a largely discrimination-free society, the organisation pursues the following goals:

1. Clarifying, strengthening and expanding non-discrimination legislation and the legal concepts contained therein²
2. Creating and promoting legal precedents
3. Obtaining legal certainty
4. Educating and informing the population about legal means of combating discrimination, and raising public awareness of the AGG
5. Influencing political decision-making processes in the non-discrimination field
6. Further developing political and social non-discrimination strategies in an innovative manner
7. Enshrining the principle of equality and equal treatment measures in the relevant areas of life
8. Strengthening synergies between stakeholders in the field of equality advocacy on a national and international level.
9. Implementing a more sensitive handling of and sensitisation for discrimination
10. Promoting an objectification of the German public debate on equality and non-discrimination

E. BUG's thematic priorities for 2019-2020

BUG is in its fourth planning phase. On the basis of an analysis of the present situation in Germany, it has reached the conclusion that the following areas should be a particular priority until 2020

Legal

¹ One which largely excludes pedagogical and 'care'-based approaches.

² Examples of legal concepts are the prohibition of victimisation or the reversal of the burden of proof.

Thematic Priorities

i. Religious discrimination

BUG refers to religious discrimination when a person is treated differently from a comparable person, that is neither a non-believer nor a follower of a different faith, due to being a non-believer or follower of a different faith. An increasing polarisation of religions and the lack of equal recognition of all religions, e.g. exclusion from civil service (school, legal training (*Referendariat*)) causes social tensions which are stirred up by international, religiously legitimated terrorism as well.

Non-believing can be a factor for exclusion within the scope of denominational employers. Thus lawsuits regarding **unequal treatment due to religion** in the areas of labour law, administrative law and civil law will be given legal assistance.

ii. 'Racial profiling' by the Federal Police (Bundespolizei)

Even though government action is not covered by the AGG, BUG is assisting cases of alleged non-Germans/foreigners who are increasingly subjected to **identity checks without suspicion** by the Federal Police (*Bundespolizei*) **despite the lack of a reasonable initial suspicion** (so-called 'racial profiling'). In BUG's point of view, this practice is violating article 3 section 3 Basic Law³.

Since 2014, BUG is participating as legal assistance to the claimant ('*Beistand*') in several lawsuits and/or has taken them to court. The effect of the European Court of Justice's judgment of 21.06.17, C-9/16 on border control on lawsuits legally assisted by BUG needs to be asserted. BUG will have an effect on the judgment's appropriate implementation, for example by elaborating a transparent procedural regulation for police checks.

If the need arises BUG will become active at regional state level.

iii. Discrimination regarding access to housing

The rejection of people with migrant background (or of Sinti and Roma, iv)) regarding access to housing seems to be an area where discrimination is a common practice. Unfortunately, legal action is rarely taken against it, which explains the lacking development of legal standards and practices. In the fourth planning stage, BUG would like to take cases of ethnic discrimination regarding access to housing on because it would like to render legal assistance to the claimant ('*Beistand*') at court. BUG would in particular like to deal with § 19 section 3 and section 5 AGG legally and procure precedents.

BUG is a partner in the context of the specialist and coordination unit 'Fair mieten – Fair wohnen', executed by 'UrbanPlus'. BUG will take over cases of discrimination regarding access to housing's strategic support.

iv. Discrimination against Sinti and Roma

Sinti and Roma in Germany experience exclusion, discrimination and animosity in all areas of life. Sensitivity for discrimination against Sinti and Roma increases continuously. However, currently there hasn't been a trial on discrimination against Sinti and Roma in Germany. BUG sets itself the goal to support lawsuits in various areas, e.g. access to goods and services, labour and administration.

³ Grundgesetz für die Bundesrepublik Deutschland (Basic Law for the Federal Republic of Germany).

v. ***Discrimination against transgender people***

BUG would like to support lawsuits by transgender people during its fourth planning phase. This could take place in the AGG framework or administrative law. Possible scenarios include having the option of stating a non-binary gender in state surveys, protection from discrimination regarding access to and inside employment or changing rooms' and toilettes' gender-neutral design.

Content

Furthermore, BUG will deal with matters beyond the equal treatment legislation's narrow framework, which nevertheless are part of the non-discrimination field. These will be:

- a) Collection and evaluation of **data about equality and participation**, e.g. referring to ethnicity or religion, is necessary to recognize social developments and to verify indirect forms of discrimination in court. Apart from this statistics about discrimination in the FRG arranged according to reasons for discrimination would be essential material to document problematic situations regarding discrimination. To achieve this, areas not initially connected to the AGG that are nevertheless indispensable for the implementation must be explored.
- b) BUG promotes an **AGG amendment**. The implementation has not become more tangible after the election of the Bundestag 2017. The coalition agreement 2018 contains a reference to the AGG. Though the reference opens the possibility for an amendment, it would only obtain to the specific case of equal accessibility towards goods and services. "Within the framework of enhancing the German General Act on Equal Treatment (AGG), the necessary arrangements to provide services of private actors to the general public will be reviewed. In the first instance, the health sector will be considered."⁴
- c) **In-house complaints offices** are recommended by the AGG, however they are not legally binding. The AGG leaves their structure and mandate wide open, it is therefore imperative to elaborate a concrete plan for in-house complaints offices.
- d) **Positive obligations** are embodied in law in Great Britain and oblige administration to state diversity goals, execute corresponding programmes and

⁴ A new beginning for Europe. A new dynamic for Germany. A new merging for our country. The coalition agreement between CDU, CSU and SPD. 19th legislative period.

https://www.cdu.de/system/tdf/media/dokumente/koalitionsvertrag_2018.pdf?file=1

Thematic Priorities

report regularly on them. Such positive obligations should be propagated in Germany. BUG will take up this point in the course of an amendment to the AGG and accompany it with extensive provision of information.

These activities require the following methods:

- a) Assistance during the lawsuit*
- b) Networking*
- c) Lobbying*
- d) Public-relations work*

F. Strategic goals for 2019-2020

The primary intention of the Strategic Plan for the period from 2019 to 2020 is to achieve visible and measurable success with respect to the organisation's overall objectives as listed on page 4 and the following strategic, programmatic objectives . To embed and implement these objectives systematically, the programmatic objectives listed below will be assigned to the overall objectives on page 4.

A. Programmatic objectives

- 1. Create legal precedents (1, 2, 3, 4, 6, 7, 9)**
- 2. Influence the political and social implementation of equal treatment (5, 6, 7, 8, 9, 10)**
- 3. Create synergies (1, 2, 4, 5, 6, 8, 9, 10)**

B. Structural objectives

- 4. Develop an organisational structure**
- 5. Provide professional planning and evaluation**
- 6. Secure financing**

The following section designates medium- and long-term objectives, as well as activities to achieve in 2019.

A. Programmatic activities in 2019

A. Programmatic aims

A.1. Create legal precedents

a) Choosing strategic litigations (1, 2)⁵

BUG will focus on the following topics for the period of the current SP 2019

- a) ‘Racial profiling’ by the Federal Police (Bundespolizei)**
- b) religious discrimination**
- c) Discrimination against asylum seekers, Sinti and Roma, and other migration backgrounds regarding access to housing (exemption § 19 passage 3 and 5 AGG). Discrimination against Roma and Sinti (access to goods and services respectively camping sites or living spaces)**
- d) Discrimination against transgender people (access to employment, goods and services)**

Cases falling under other topics than the ones mentioned above could also be supported by BUG. However, they will first be carefully analysed to ensure they comply with BUG’s objectives.

If possible, it will be tried to clarify the following concepts during each complaint:

- Multiple discrimination
- Indirect discrimination
- Institutionalised discrimination
- Inappropriate AGG special regulations

Objective A.1.a.1: Complaints with a strategic potential were submitted to BUG

Activity 1: Identify strategic complaints

- i) Allow access to list of main criteria for 2019 – 2020
- ii) Advice centres forward potential strategic cases to BUG
- iii) Persons affected by discrimination and willing to file a complaint find BUG and ask for support
- iv) Analyse cases according to selection criteria
- v) Identify strategically interesting cases

Objective A.1.a.2: Search complaints with a strategic potential proactively

Activity 1: Look for strategic complaints

- i) Establish contact with lawyers experienced in AGG and determining cooperation
- ii) Search for discrimination cases in line with thematic priorities

⁵ The numbers in brackets refer to BUG’s goals (p. 4) which the mentioned activity should aim at.

Objective A.1.a.3: Complaints with a strategic potential were initiated

Activity 1: Initiate complaints with strategic potential

- i) Use of testings as a method
- ii) Exercise testings successfully

b) Filing strategic complaints (1, 2, 3, 4)

Two cases of racial profiling are still pending at Higher Administrative Courts in Munich and Koblenz in 2019 (a). Furthermore a complaint on religious discrimination (ban on headscarf throughout legal training (Referendariat) in Bavaria is pending (b). BUG accompanies these complaints as legal assistance to the claimants (Beistand).

Since autumn 2018, another case of religious discrimination is pending in the administrative court of Pforzheim (b).

In the context of the Berlin project 'Fair mieten – Fair wohnen' discrimination regarding access to housing shall be assisted. BUG is interested in assisting with discrimination complaints of Sinti and Roma and transgender people the context of its thematic priorities.

Objective A.1.b.1.: Lawyers with AGG expertise are found

Activity 1: Establish contact with lawyers who have professional expertise

- i) Contact AGG experienced lawyers and cooperation and determine a cooperation

Activity 2: Establish contact with law students

- i) Arouse interest of law students' interest for AGG

Activity 3: Continue network anti-discrimination

- i) Support coordination of networks of anti-discrimination rights (if it remains active in 2019)

Objective A.1.b.2.: Provide clients with full support

Activity 1: Transparent cooperation with clients

- i. Consult claimants about the proceedings before filing a complaint
- ii. Agreement about legal assistance to the claimant ('Beistand') is coordinated and signed
- iii. Apply for legal assistance to the claimant ('Beistand') at the court
- iv. Regular communication with the claimants regarding the current proceedings
- v. Explain the legal facts

Objective A.1.b.3.: Provide clients with specialized lawyers

Activity 1: Mandate lawyers with professional expertise

- i. Lawyer with professional expertise is inquired and identified
- ii. Lawyer promotes BUG's legal assistance to the claimant ('Beistand')

Objective A.1.b.4.: Concentrate expertise

Activity 1: Unite professional expertise

- i. Experts among BUG's members are included
- ii. Jurists of BUG's network are consulted

- iii. Experts of the complaint's topic are asked to give input for pleadings

Objective A.1.b.5.: Support pre-litigation conciliation

Activity 1: Assist claimants with conciliation

- i. Conciliation was initiated – if necessary
- ii. Conciliation was passed together with the client

Objective A.1.b.6.: Work out comprehensive argumentation

Activity 1: Develop legal argument

- i. Coordinate work task with the lawyer
- ii. Establish a work plan
- iii. Conduct background research (legal material, judgments, sources, essays, etc.)
- iv. Review material
- v. Write a BUG pleading
- vi. Comment the pleadings of the lawyer

Objective A.1.b.7.: Submit Amicus curiae⁶ to court

As long as BUG is not acting as legal assistance to the claimant (*'Beistand'*), it can submit amicus curiae to court. If acting as legal assistance to the claimant (*'Beistand'*), BUG is a party involved in the trial and can submit pleadings.

Activity 1: Draw up legal opinions in relevant areas

- i. Choose in which cases BUG works out amicus curiae
- ii. Identify author of amicus curiae
- iii. Research background material
- iv. Write amicus curiae
- v. Submit amicus curiae to court

Objective A.1.b.8.: Coherence of AGG to EU directives verified

It is examined in each case supported by BUG, whether the case allows for dealing with aspects of the European Commission's comments on the infringement proceedings against Germany that were discontinued in 2010.

Activity 1: Examine directive conformity

- i. Formulate arguments, where possible, along the lines of non-implementation (to provoke a possible ECJ submission)

Objective A.1.b.9.: Options of remedies of international law were used

Activity 1: Use international human rights standards in pleadings

- i. Gather and increase expertise about the standards of international law
- ii. Mention international standards of equal treatment in all legal papers

Activity 2: Bring cases before international courts

- i. Take international legal action

⁶ An amicus curiae is a legal expertise that is submitted to court by a noninvolved party. The judge can decide whether to take it into account or not.

- ii. Cooperate with relevant international NGOs

Objective A.1.b.10.: Support lawsuit without BUG's legal assistance to the claimant ('Beistand')

Activity 1: Advise claimants and lawyers on AGG-complaints

- i. Offer expertise to lawyers of claimants in AGG cases
- ii. Provide input for pleadings concerning AGG

c) Evaluate judgments (6, 7, 9)

Objective A.1.c.1.: Break cycles of discrimination sustainably and point out the responsibilities of local actors

Activity 1: Lobbying

See A.2.b.: Lobbying (Objective 2)

d) Develop and increase competences (1, 2)

Objective A.1.d.1.: Advance jurists' competencies in using the AGG

Activity 1: Pass on AGG knowledge

- i. Involve law students regularly in BUG's work via internships
- ii. Students of the HU 'Law Clinic' work out background material for BUG's complaints
- iii. Post graduate legal trainees choose BUG during their legal training (*Referendariat*)
- iv. Jurists support the creation of BUG pleadings

A.2. Influence the political and social implementation of equal treatment

a) Examine potential fields of action (6)

Objective A.2.a.1.: Developments in the field were recognised early

Activity 1: Observe current debates on anti-discrimination law

- i. Regular reading of mailing lists and press reports
- ii. Participate in relevant conferences and meetings, if possible

Activity 2: Exchange with anti-discrimination work actors

- i. Regular exchange with relevant actors

b) Lobbying (6, 7, 9)

Objective A.2.b.1.: Promote court decisions in politics (Federal Anti-Discrimination Agency, ministries, parties, parliament)

Activity 1: Elaborate position papers

- i. Prepare position papers

Activities 2019

- ii. Formulate lobbying-letters
- iii. Prepare and carry out lobbying meetings with decision-makers
- iv. Follow-up evaluation of lobbying meetings

Objective A.2.b.2.: In process of following up legal cases used facing relevant actors and the public

The activities described in the following are especially relevant for the topics:

- a) *Religious discrimination*
- b) *Racial profiling by the Federal Police (Bundespolizei)*

Activity 1: Develop and realise processing strategies

- i. Public events on site
- ii. Public relations (PR) work regarding the options to act
- ii. Communication with local actors (local authorities, institutions, associations, NGOs, state (*Länder*) governments and parliaments, etc.)
- iii. Suggest socio-political approaches for action to reduce discrimination
- iv. Suggest legal amendments
- v. Implement and develop work strategies with local/regional actors

Objective A.2.b.3.: Promote a reinforcement of the AGG

Activity 1: Lobbying for an AGG amendment

- i. Apply BUG's AGG amendment proposal in lobbying
- ii. Identify partners to cooperate with
- iii. Involve governmental institutions for support
- iv. Animate groups of affected people to cooperate and conduct lobbying

Objective A.2.b.4.: Racial profiling as a form on institutional racism/discrimination stopped by appropriate rules of procedure

Activity 1: Lobbying for replenishing the internal rules of procedure BRAS 120 (Federal Police)

- i. Elaborate proposals for replenishing the Federal Police's internal rules of procedure (BRAS 120)
- ii. Approach Federal Ministry of the Interior with proposals
- iii. Lobbying for an independent police complaints office
- iv. Place racial profiling in public discourse

Objective A.2.b.5.: Apply horizontal topics in public discussion

Activity 1: Present horizontal topics in public relations

- i. Place propositions of collection of data on equality and participation in public discourse
- ii. Lobbying for an independent police complaints office
- iii. Provide information about positive obligations of equal treatment
- iv. Elaborate concept for in-house complaints office

Objective A.2.b.6.: Use shadow reports for lobbying

Activity 1: Contribute to international observation mechanisms regarding discrimination

- i. Committee on the Elimination of Racial Discrimination (CERD)
- ii. European Commission against Racism and Intolerance (ECRI)

Objective A.2.b.7.: Support negotiations on the 5th directive on equal treatment (5. GBRL)

Activity 1: Propagate 5. GBRL's adoption

- i. Observe whether negotiations of directive are resumed
- ii. Collaborate with other NGOs
- iii. Organize meetings with MPs

c) Promote legal cases with PR work (5, 6, 9, 10)

Objective A.2.c.1.: Ensure public attention for BUG's work

Activity 1: Cooperation with the media

- i. Cooperation with the media

Activity 2: Look after website

- i. Website is regularly updated and revised in German and English

Activity 3: Create dossiers for relevant topics

- i. Create three dossiers in German and English (Sinti and Roma, positive measures, transgender people).

Activity 4: BUG present on Facebook

- i. Ensure the current activity on Facebook

Activity 5: Revise BUG's information material

- i. Revise BUG's information material for its 10th anniversary
- ii. Publish material online and in print format

Activity 6: Enable access to information

- i. Enable access to information

Activity 7: Place BUG's topics in press and specialist publications

- i. Write articles and comments for publications and magazines on BUG's topics
- ii. BUG's court decisions reviewed in legal magazines

Activity 8: Publish newsletter regularly

- i. Publish BUG newsletter 3 times per year

Activity 9: BUG supports science and research

- i. Provide contribution to studies and surveys

Objective A.2.c.2.: Ensure public attention on EU level

Activity 1: Utilise ENAR on EU level

- i. Provide ENAR newsletter with articles

d) Strengthen BUG's public profile (5,6, 8)

Objective A.2.d.1.: BUG is considered as the NGO regarding AGG and strategic litigation

Activity 1: BUG uses opportunities for public image

- i. Participation in conferences and meetings with contributions
- ii. Participation in network meetings
- iii. Initiation of discussions about equal treatment

A.3. Achieve synergies

a) National networking (2, 8, 10)

Networking is extremely important for BUG's effective work. Steady communication, cooperation and the promotion of BUG's work contain a great potential for synergies. The basis for reaching these synergies is cooperation a respectful and equal action which is beneficial for all parties involved.

Objective A.3.a.1.: Connect NGOs' expertise on anti-discrimination

Activity 1: BUG networks with relevant anti-discrimination NGO's

- i. Networking with NGOs in the field of anti-discrimination (all 6 reasons for discrimination)
- ii. Networking with NGOs in the field of racism
- iii. Exchange with anti-discrimination network

Objective A.3.a.2.: Cooperation with non-discrimination counselling offices (ADB's)/advice centres

Activity 1: Cooperate with non-discrimination counselling offices (ADB's)/advice centres

- i. Stay in contact with ADB's/advice centres

Activities 2019

- ii. Inform ADBs about main topics of BUG's lawsuits
- iii. Maintain good contact to ADBs' lawyers

Objective A.3.a.3.: Cooperate with lawyers

Activity 1: BUG cooperates with lawyers

- i. Enlarge BUG's contacts list of lawyers

Objective A.3.a.4.: Include expertise

Activity 1: BUG includes experts in work

- i. Identify experts (jurists, sociologists, data protection experts, etc.)
- ii. Gather expertise for BUG's conceptual work (draft paper in-house complaints offices)

Objective A.3.a.5.: Encourage partnership with tenants' and lawyers' associations

Activity 1: Contact tenant protection associations

- i. Contact tenant protection associations
- ii. Develop cooperation with tenant protection associations
- iii. Cooperate with tenant protection associations

Objective A.3.a.6.: Stay in close contact with minority representatives

Activity 1: BUG is in contact with minority representatives

- i. Exchange with minority communities and new organizations in Germany
- ii. Maintain contact with self-representing organisations/structures of people with disability, LGBTIQ*, ethnic minorities, etc.
- iii. Expand contact with Sinti and Roma organisations
- iv. Establish contact with transgender people organisations

Objective A.3.a.7.: Involve ADS and other relevant organisations

Activity 1: ADS and other relevant organisations are involved

- i. Provide ADS and commissioners with information material
- ii. Analyze and if necessary accompany potential lawsuits forwarded by the ADS

b) Concentrate expertise (1, 6, 8, 9)

Objective A.3.b.: Collect external expertise for innovative work approaches on anti-discrimination

Activity 1: Combine external expertise

- i. Collect expertise about the topic 'internal complaints office'

c) Create publicity for innovative approaches

Objective A.3.c.1.: Provide professional discourse with new approaches to equal treatment

Activity 1: Discuss new approaches to equal treatment in professional public

- i. Monitor EU-wide and international debate on equal treatment
- ii. Apply innovative approaches to equal treatment in the public discussion
- iii. Promotion at meetings with politicians
- v. Present innovative approaches to the press

d) International networking (1,8)

Objective A.3.d.1.: Use international networks

Activity 1: Use international networks

- i. Contribution to ENAR
- ii. Establishment and coordination of SL network

A.4. Non predictable activities

Activities cannot always be predicted or planned in detail. BUG must therefore grant some flexibility in this regard. It is still not predictable, if and when sufficient means are available. In the meantime, the organisation will work on its objectives as far as possible. BUG thinks that the Strategic Plan, as well as the budget shall provide sufficient flexibility for its support. Should additional activities be implemented during the year, they shall be noted in the activity report by the end of that year in order to be accessible to the boards and sponsors.

B. Structural activities in 2019

While thematic priorities contribute directly to set goals and objectives of BUG, structural activities can only do so indirectly. Structural aspects such as funding are required for the overall functioning and survival of the organisation. Without sound structural basis and a smooth internal operation of the organisation it is not possible to achieve thematic objectives.

B.4. Strengthen BUG's structure

Objective B.4.1.: Establish capable staff

Activity 1: Recruit interns and post graduate legal trainee

- i. Recruit interns and post graduate legal trainees

Objective B.4.2.: Make adequate use of the board's and members' competencies

Activity 1: Make use of the board's and member's competencies

- i. Board support within individual competencies and availability

Objective B.4.3.: Internal decision are made transparently

Activity 1: Board's decisions are transparent and comprehensible

- i. 11th board meeting (Berlin)

Activity 2: Member's decisions are transparent

- i. 7th member's meeting (Berlin)

Objective B.4.4 10 years of BUG was carried out

Activity 1: Carry out 10 year anniversary

- i. celebrate BUG's 10th anniversary (should the occasion arise: open day)
- ii. prepare presentation for 10 years BUG
- iii. conduct panel discussion with the topic of 'Public Sector Duties'

B.5. Provide professional planning and evaluation

Objective B.5.1.: Provide systematic and strategic planning

Activity 1: Produce Strategic Plan 2021-2023

Will be prepared in 2020

Objective B.5.2.: Prepare annual Work Programmes

Activity 1: Prepare Work Programme 2020

- i. Prepare Work Programme 2020

Objective B.5.3.: Ensure quality performance and evaluation

Activity 1: Quality assurance plan is developed

- i. Develop a quality assurance plan

Objective B.5.4.: Annually defined goals are met and presented to the board

Activity 1: Prepare annual activity report 2019

- i. Prepare annual activity report 2019

Objective B.5.5.: Strengthen the staff's competencies regarding AGG

Activity 1: Staff's AGG competencies are strengthened

- i. Provide all interns with an AGG seminar

B.6. Secure funding

Objective B.6.1.: Funding is secured

Activity 1: Apply for funding

- i. If effective file applications with foundations
- ii. Applications are filed with individual donors

Objective B.6.2.: Reach constructive cooperation with donors

Activity 1: Establish new contacts with donors

- i. Cooperate with donors constructively

Funding objectives for WP 2019 are:

Year	Anticipated annual budget in €	Income
April – Dezember 2009	924,70	1.330,00
2010	12.394,20	12.685,00
2011	9.552,25	10.722,02
2012	15.164,30	16.815,82
2013	28.279,34	27.286,20
2014	44.786,19	49.322,68
2015	22.661,65	17.004,19
2016	7.708,29	15.863,84
2017	8.000,00	10.000,00
2018	8.000,00	8.000,00
2019	10.000,00	10.00,00

Activities 2019

	9
1. Create legal precedents	
1. a) Select strategic cases	
1. b) Carry out strategic cases	
1. c) Follow up judgements	
1. d) Develop and strengthen skills	
2. Take influence	
2. a) Explore opportunities for action	
2. b) Carry out lobbying	
2. c) Accompany BUG's work with PR work	
2. d) Strengthen BUG's profile	
3. Achieve synergies	
3. a) Networking nationally	
3. b) Collect expertise	
3. c) Create publicity for innovative approaches	
3. d) Networking internationally	

Structural priorities	2019
4. Strengthen BUG's structure	
Develop competent staff	
Use the board's expertise	
Transparent internal decision making	
5. Develop capacities	
Ensure systematic and strategic planning	
Ensure annual Work Programmes	
Ensure quality assurance and evaluation	
Achieve annually set goals	
Increase staff's competence	
6. Secure funding	
Ensure funding	
Achieve constructive cooperation with donors	

White: *no priority*
Light grey: *low priority*
Dark grey: *medium priority*
Black: *absolute priority*