

Berlin Civil Society Center

Helping global civil society organisations improve the efficiency and effectiveness of their work



2011 ANNUAL REPORT



Shared Services for the World's Leading Civil Society Organisations

The year 2011 saw the dynamic growth of *Shared Services*, the Berlin Civil Society Center's second major strand of activities besides convening. Two examples illustrate how an increasing number of International Civil Society Organisations (ICSOs) aim at strengthening their effectiveness by strategically working together:

The INGO Accountability Charter, with the Berlin Civil Society Center serving as Secretariat since July 2010, went through a very dynamic phase of its development. The highlight of the Charter's progress in 2011 was the successful work of its Independent Review Panel. This Panel screens all Charter Members' reports, providing an assessment of the quality of reporting and suggesting improvements for future reports. The other key activity carried out as part of our *Shared Services* program was our support to the *ICSO Advisory Group of the Open Forum for CSO Development Effectiveness*. Consisting of senior representatives from CARE, Civicus, Oxfam, Plan, Transparency International and World Vision the group developed a joint statement for the 4th High Level Forum on Aid Effectiveness which took place in Busan, South Korea in November 2011. Mandated by the group, the Center participated in the High Level Forum, coordinating the group's presentations in the preparatory CSO conference and at the official Forum.

Vision Works, the *Senior Leaders Week* and *Global Perspectives* continued to be successful flagships of our convening work. Besides these annual events we hosted the second of our accountability conferences, *Measuring Impact*, as well as a *gathering of key CEOs* with representatives of the UN Millennium Campaign to discuss how to strengthen the implementation of the Millennium Development Goals.



Once again, participants in the Center's programmes benefited from the excellent pro bono support provided by leading consultancy companies such as *Accenture*, *Bain*, *Boston Consulting Group*, *Egon Zehnder International* and *PricewaterhouseCoopers*. The Allianz SE, the *Dräger Foundation*, the *New Venture Fund*, the United Nations Millennium Campaign, the German *Federal Ministry for Economic Cooperation and Development*, the *GIZ* and, as Partners for Excellence, *PricewaterhouseCoopers* and the *Generali Foundation* provided financial support to the Center's activities. We are very grateful for these invaluable contributions.

We welcomed *ChildFund Alliance* as the seventh ICSO taking on ownership of the Center, which leaves three shares available for ICSOs to acquire. Another important step in the development of the Center was the move into our new premises, which provide space for our expanded team and allow for further growth if required. Jessica Sommer, who started as an intern in the early days of the Center and finally served as the head of the convening section moved on to Oxfam. We thank Jessica for her wonderful contribution to the development of the Center. A great big thank you also goes to all participants and supporters, to the Center's Board and to its highly talented and dedicated staff: all of you made 2011 a very successful year for the Berlin Civil Society Center.

Berlin, January 2012

Prof. Dr. Peter Eigen
Chair of the Board

Dr. Burkhard Gnärig
Executive Director

Convening

Vision Works – the global Chairs and CEOs meeting

The Changing Face of Poverty

Berlin, 14-15 April 2011

Participants: ActionAid International, Amnesty International, CARE International, Caritas Internationalis, CBM International, ChildFund Alliance, CIVICUS, Greenpeace International, Oxfam International, Plan International, Save the Children, SOS-Children's Villages International, Terre des hommes Foundation, Transparency International, WAGGGS, World Vision International, WWF International

Support: Allianz SE, Egon Zehnder International, Networked Intelligence for Development, Welfare Association

Over two days, 27 global leaders from 17 of the world's preeminent CSOs came together for the fourth time to jointly discuss how to reposition their organisations in order to successfully address "The Changing Face of Poverty". Starting with the events in the Arab region, the meeting looked at poverty as a driver of political change, reviewed the human rights agenda of poverty alleviation and explored how to reconcile the fight against poverty with climate and environmental protection.



In panel discussions and parallel WorkSessions, the participants jointly explored the changing challenges and opportunities associated with fighting poverty and devised strategies to react faster and more effectively to the new environment. To adapt to their new role, CSOs need to become more flexible in partnering with social movements or with actors that are not fully aligned with their own missions and values in broader alliances and "coalitions of competence". To maintain trust and confidence among donors, recipients and the public, CSOs should strengthen their accountability.

"The Berlin Civil Society Center is a great place to come and share in confidence, find areas for collaboration, get the best insights from experts around the world, and try to move us forward at a faster pace than we have done in the past."

Kevin Jenkins, President and CEO, World Vision International

Measuring Impact

Berlin, 9-10 June 2011

Participants: 36 senior level managers from 24 global CSOs and 11 internationally renowned experts

Support: Dräger Foundation, HAP International, Institute for Labour and Society, Keystone Accountability, Learning by Design, One World Trust, PricewaterhouseCoopers, University of KwaZulu Natal

Participants jointly discussed how to improve impact measurement in complex environments as well as the political and strategic implications of pushing for a joint CSO agenda on impact evaluation. The workshop offered insights into advanced methodologies for impact measurement and on how to combine the best of quantitative and qualitative data to evaluate long-term advocacy campaigns or beneficiary empowering programmes. It was recognised that there is a political and a power dimension to impact measurement that has to be taken into account. Convincing information alone will not change an organisation, unless it is followed up by courageous leadership and managerial rigour. And if CSOs fail to come up with and push for a convincing cross-sectoral framework on measuring impact, third parties will impose an external system, which might even lend itself to disempowering beneficiaries and de-politicising the impact measurement agenda.

Senior Leaders Week

Berlin, 22-26 August 2011

Participants: ActionAid Vietnam, Care International, Caritas Internationalis, CBM international, ChildFund Germany, Greenpeace International, Greenpeace Mediterranean, International Planned Parenthood Federation, Médecins sans Frontières Germany, Oxfam International, Plan International, SOS Children's Villages Germany, Transparency International, World Vision International, WWF International

Support: Accenture, Bain, Bohnen Kallmorgen & Partner, Boston Consulting Group, Egon Zehnder International, Humboldt-Viadrina School of Governance, Interprojects, PricewaterhouseCoopers



For the second time, the Berlin Civil Society Center brought 21 experienced leaders from the most eminent international civil society organisations (CSOs) together for the *Senior Leaders Week* to jointly explore existing and future leadership challenges and develop effective approaches for dealing with these.

State-of-the-art management sessions, hosted by the world's leading consultancies, focused on talent development, risk management, strategy development, decision effectiveness as well as hiring and retention. During the leadership development sessions participants discussed leadership styles, conflict

resolution and team leading. They each set up their own personal leadership development plan and established peer mentoring groups to support each other in achieving their leadership goals.

"The Berlin Civil Society Center can play a very important role, in terms of being the platform where ICSSOs could come together, learn from each other, but hopefully work also on a joint agenda. And this agenda could connect with citizens' voices, bringing the voices of the excluded and marginalized into the center of the attention of the civil society."

Amitabh Behar, Co-Chair, Global Call For Action Against Poverty

Sustainability Discussion

Berlin, 20 September 2011

For the second time the Center in collaboration with *econsense* – the German Business Forum for Sustainable Development – brought Corporate Social Responsibility Directors from major German corporations together with CEOs from German CSOs to discuss the differences and similarities in their approaches to sustainability.

Joint Action Towards 2015 and Beyond

Berlin, 9 November 2011

Participants: 72 including 9 global and 23 national CEOs, as well as experts and key stakeholders

Support: The New Venture Fund, UN Millennium Campaign



Together with the UN Millennium Campaign, the Center convened a joint meeting of UN agency representatives and the leaders of the most eminent CSOs focused on how to collectively achieve further progress on the Millennium Development Goals and a post-2015 framework. Participants agreed that a more coordinated strategic approach between the UN, CSOs and further stakeholders would be needed in order to make the Goals a remarkable success. Following up on this consensus, the Center will organise a further meeting bringing together leaders of the UN, ICSSOs and international foundations in 2012 as the next step to strengthen joint action on the MDGs and the post-2015 agenda.

Global Perspectives – the CSOs leaders forum
The Global Power Shift
 Berlin, 9-11 November 2011

Participants: 102 including 9 global CEOs and 28 national CEOs, as well as experts and key stakeholders

Support: Accenture, German Federal Ministry for Economic Cooperation and Development, Global Call to Action against Poverty, Heinrich Böll Foundation, German International Cooperation (GIZ), Value Web

Emerging economies such as China, India, Mexico, Indonesia, Brazil and the Republic of Korea are increasingly shaping the world's economy and politics, and with their rise a new paradigm is emerging in which traditional powers no longer set the agenda for the rest of the world. In an increasingly complex and multi-dimensional world, the ability of ICSOs to adapt quickly and efficiently will be essential. In order to remain relevant, effective and influential in their work at local, national and global levels, ICSOs will need to review and revise many aspects of their work.



Global Perspectives identified seven strategies which will be crucial for this process of transformation. ICSOs agreed that they should:

1. Base their work on human rights and people's participation
2. Engage more with new forms of civil society activism and social movements
3. Partner with local stakeholders
4. Look at the world in a more holistic way and complement each other systematically
5. Improve their global governance and be more transparent and effective
6. Develop stronger, more viable accountability through the INGO Accountability Charter and peer-to-peer review
7. Promote systematic talent development and optimise the use of high achievers

“The Berlin Civil Society Center can bring voices that are apparently not powerful to the global spaces. It can help to articulate our issues in a way that can be understood by the centers of power.”
 Puja Marwaha, Chief Executive, Child Rights and You

Capacity Building

The Center helped facilitate a strategy meeting of ChildFund International and supported ChildFund Alliance in the framework of their global strategy process. We also advised Plan International during one of their strategy workshops.

We contributed to the OECD IdeaFactory on the topic “New Paradigms for Development: How Can CSOs and the OECD Co-Design Better Solutions For Better Lives?”

The Center's participation at a workshop on “Governance, Accountability, Transparency and Evidenced based reporting” convened by World Vision triggered a new project which the Center will pursue in 2012, aimed at developing standard governance models for ICSOs.

In order to increase the Center's capacity to deliver high quality support to individual ICSOs we have started establishing a small group of senior consultants who will work closely together with the Center in providing facilitation, advice and coaching to the Center's key stakeholders.



Shared Services

INGO Accountability Charter



In our role as the Secretariat of the INGO Accountability Charter, 2011 was both an exciting and an intense year. It was the first year in which Member Organisations reported against the Charter using the new *Global Reporting Initiative's* (GRI) framework for NGOs – the *NGO Sector Supplement*. The Independent Review Panel also met for the first time in 2011, starting a rigorous vetting process of all Members' reports. With these two elements, the Charter has taken crucial steps to establish a credible reporting and auditing process. At the Annual General Meeting in April the Members adopted an ambitious Five Year Strategy, aimed at establishing the Charter as *the* overarching accountability framework of choice for INGOs. A successful Members' workshop was organised in October, focused on NGOs' Environmental Performance as an aspect of accountability. During the year, *CARE International*, *Caritas Internationalis*, *Article 19* and *The Forest Trust* joined the Charter. In 2012 the focus for the Charter will be to embark on a more strategic approach towards converging some of the accountability initiatives which currently exist in parallel.

"We appreciate the support and push of the INGO group and its host, Berlin Civil Society Centre, which has provided valuable support (...). We thank you again for your comments, and your leadership of this process."

Joanna Kerr, Chief Executive, ActionAid International

Support to the Open Forum for CSO Development Effectiveness



At the beginning of the year, the Center was approached by the Open Forum for CSO Development Effectiveness to support the ICSO Advisory Group in coordinating their joint communication and outreach activities towards the Fourth High Level Forum on Aid Effectiveness (HLF4) which took place in Busan, Republic of Korea, from 29 November to 1 December 2011. Working in close collaboration with the representatives of several ICSOs, we developed a position paper centred on the key issues of Transparency, Accountability and Verification. This paper was signed by the CEOs of ten of the leading ICSOs and served as a basis for their lobbying towards Busan. We attended several preparatory meetings of the Working Party on Aid Effectiveness and participated in both the HLF4 and the prior CSO Forum, contributing to workshops and coordinating the official side event which the ICSO Advisory Group had successfully applied for.



"It was a great pleasure working with you - what an intense experience, but you jumped in with such professionalism, energy, enthusiasm and expertise - it was truly an inspiration, and I have thoroughly enjoyed and appreciated the opportunity to work with you over this past year!"

Amy Bartlett, Global Coordinator, Open Forum for CSO Development Effectiveness

Support to the Center's activities

Core Support

In March, *ChildFund Alliance* joined the Center as a Core Supporter, contributing 10,000 € annually to secure the Center's operation. This raises the number of Core Supporters to 11.

Partnership for Excellence

In July 2011, *PricewaterhouseCoopers* became the Center's second Partner for Excellence after the Foundation of the *Generali Insurance Company*.

Support to the Center's activities

Valuable support was given to the Center by a number of government institutions, companies and foundations for which we are very grateful. The *Allianz SE*, the *Dräger Foundation*, the *German Federal Ministry for Economic Cooperation and Development*, the *German International Cooperation (GIZ)*, the *New Venture Fund* and the *UN Millennium Campaign* provided financial support. *Accenture*, *Bain*, *Bohnen Kallmorgen & Partner*, *Boston Consulting Group*, *Egon Zehnder International*, the *Humboldt-Viadrina School of Governance* and *PricewaterhouseCoopers* provided their know-how on a pro bono basis. *Global Call to Action against Poverty* collaborated with the Center on a discussion forum. The *Heinrich Böll Foundation* offered their premises free of charge.



Governance and Administration

Ownership

In March 2011, *ChildFund Alliance* became the seventh organisation to take on co-ownership of the Center, complementing the strong alliance of existing owners: *Amnesty International*, *CBM*, *Oxfam International*, *Plan International*, *Transparency International* and *World Vision International*. Peter Eigen and Burkhard Gnärig hold the remaining shares which will be transferred to ICSSOs in the coming years.

Board

The Berlin Civil Society Center's Board is composed of the Chief Executives of our shareholding organisations and the two founders. Board Members are:

Chair: Peter Eigen, Berlin Civil Society Center
Salil Shetty, Secretary General, Amnesty International
Allen Foster, President, CBM
Jim Emerson, Secretary General, ChildFund Alliance
Jeremy Hobbs, Executive Director, Oxfam International
Nigel Chapman, CEO, Plan International
Cobus de Swardt, Managing Director, Transparency International
Kevin Jenkins, President and CEO, World Vision International
Burkhard Gnärig, Executive Director, Berlin Civil Society Center

Office Move

After a long search for a suitable new office, we have found a wonderful space at a very affordable price, which is closely connected to the city center and large enough to accommodate our entire team and even to host smaller in-house meetings. At the end of September we moved out of the building which we had shared with the Humboldt Viadrina School of Governance for four years. Many thanks once again to Gesine Schwan and Peter Eigen for hosting us during this time.

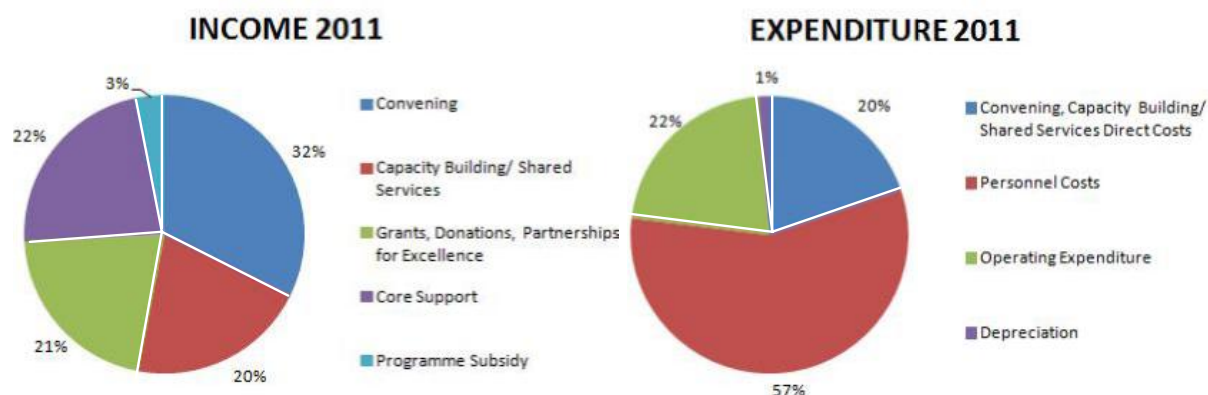
Our new address is:

Agricolastrasse 26, D-10555 Berlin. Our new telephone number is +49 30 20 62 46 97 11.

Income and Expenditure 2011

All figures in Euro – figures rounded (this may lead to minor inconsistencies)

	2010	2011
INCOME		
Convening	144,395	149,968
Capacity Building/ Shared Services	35,308	96,431
Grants, Donations, Partnerships for Excellence	73,500	98,583
Core Support	64,167	104,234
Programme Subsidy	34,750	15,750
Other Operating Income	588	3,963
Interest Income	532	2,422
TOTAL INCOME	353,240	471,351
EXPENDITURE		
Convening, Capacity Building/ Shared Services Direct Costs	81,358	92,226
Personnel Costs	208,917	267,445
Operating Expenditure	58,117	101,974
Depreciation	7,999	5,972
Taxes on Income	140	85
TOTAL EXPENDITURE	356,531	467,702
SURPLUS/ DEFICIT	- 3,291	3,649
Transfer from Reserves	141,653	112,914
Allocation to Reserves	138,362	116,563
ANNUAL RESULTS	0	0



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