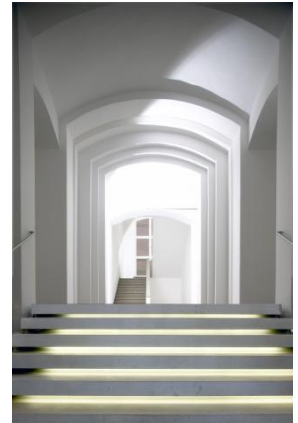


Berlin Civil Society Center

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



2009 ANNUAL REPORT



Thank you for a wonderful 2009!

The Berlin Civil Society Center looks back on a successful and very busy year. The highlight of the year was the *Global Perspectives* conference bringing together 120 participants, including 19 global CEOs and 52 national CEOs as well as experts and key stakeholders. Under the title *Decisive Action in Times of Global Crisis*, the conference discussed how civil society organisations (CSOs) can deliver more effective contributions in addressing the present global crisis. Participants evaluated the meeting very positively and asked the Center to organise another *Global Perspectives* conference soon.

Earlier in 2009, the Chairs and CEOs of twelve of the leading CSOs gathered in Berlin for their second annual meeting, addressing the global economic crisis and CSOs' global governance. Also for the second time, the Human Resources Directors of eight of the leading CSOs gathered in London in order to explore ways towards a consistent global HR policy. Under the title *Exploring Mutual Accountability*, 39 representatives of civil society, government and academia met in Berlin to discuss how to strengthen the position of beneficiaries in accountability systems and processes.

The growing appreciation of the Berlin Civil Society Center's work can be seen reflected in the Core Support the Center received in 2009. Eight international CSOs are supporting the Center, each by providing € 10,000 annually and one National Core Supporter contributes with € 5,000. Our great big thank you for this support goes to Amnesty International, CARE International, CBM, Greenpeace International, Oxfam International, Plan International, Transparency International, World Vision International and Terre des Hommes Foundation.

In 2009, we successfully started the transfer of ownership of the Center to leading CSOs. Amnesty International, CBM, Oxfam International, Transparency International and World Vision International each acquired a 10% share of the Center. Over the coming 12 to 18 months we aim to transfer the remaining five shares to leading global CSOs so that the Center will be fully owned by its primary users by the end of 2011.



We consider 2009 the breakthrough year for our Center as a deliverer of services to the key global CSOs. We feel encouraged by the wonderful support the Center has received from organisations across the sector, from business and from governments and we are honoured by the trust placed in the Center, manifested so convincingly by the preparedness of some of the best global CSOs to accept co-ownership of the Center.

Many thanks to all who made this wonderful year possible, with their dedicated and knowledgeable contributions to our workshops, with their participation in the Center's governance and with their support for its financial sustainability.

Berlin, February 2010

Handwritten signature of Prof. Dr. Peter Eigen in black ink.

Prof. Dr. Peter Eigen
Chair of the Board

Handwritten signature of Dr. Burkhard Gnärig in black ink.

Dr. Burkhard Gnärig
Executive Director

The Berlin Civil Society Center supports civil society organisations to

- devise successful strategies
- pursue good governance
- achieve transparency and accountability and
- strengthen management in all areas of their work

through Convening, Capacity building and Research.

The Center runs workshops for practitioners. As a meeting point of civil society, the Center disseminates information and essential know-how.

The Center offers advice and support on strategy, management and governance. The Center's library is one of the largest civil society libraries in the world.

Research projects aim at delivering results which can be applied to the work of international organisations.

Convening

VISION WORKS: Good Governance in Voluntary Organisations

Berlin, 5-6 March 2009

Participants: ActionAid International, Amnesty International, CARE International, ChildFund Alliance, CBM, Greenpeace International, Save the Children International, Oxfam International, Plan International, South Centre, Terre des Hommes International Federation, Transparency International, World Vision International.

Chairs and CEOs of twelve of the leading CSOs gathered in Berlin for their second annual meeting, addressing two key issues: the Global Economic Crisis and the organisations' Global Governance.

Some of the key findings of the workshop are:

The collapse of the global finance system, the resulting increase in unemployment and poverty, and climate change cannot be fixed with "business as usual". In-depth policy change is required, and global CSOs should play a major role in the respective discussions.

CSOs need to prepare for a major and long-lasting crisis. Some predictions expect an increase in the number of poor people globally by up to 1 billion. At the same time CSOs will find it difficult to at least maintain their present funding level. Supporting many more people globally while their own income basis is under severe threat will put CSOs under enormous pressure to increase their efficiency and effectiveness.

CSOs need to show credible leadership: they should embrace change, they should improve the effectiveness of their own global governance and they should support their key stakeholders in embracing and navigating necessary or unavoidable change.



CSO ACADEMY: Exploring Mutual Accountability

Berlin, 11-12 May 2009

Participants: AccountAbility, ActionAid International, Amnesty International, CARE International, CBM, Deutsche Welthungerhilfe, Diakonisches Werk der EKD, Federal Ministry for Economic Cooperation and Development, German Central Institute for Social Issues, Global Public Policy Institute, Global Reporting Initiative, Humanitarian Accountability Partnership, Keystone, New York University, One World Trust, Oxfam International, Save the Children International, Terre des Hommes International Federation, Transparency International, World Vision International and others.

Support: Dräger Foundation and PricewaterhouseCoopers.

Strengthening the position of beneficiaries in accountability systems and processes is key to improving the quality and sustainability of programme work. Accountability experts from more than thirty organisations came together at the Berlin Civil Society Center to jointly work on re-defining accountability, based on mutual obligation, and to identify the most appropriate distribution of roles and responsibilities.



Some of the key findings of the workshop are:

Without strong and determined leadership, accountability will not develop. The organisation's "political will" to prioritise accountability is crucial. The courage to also publicise negative information – e.g. highly critical feedback from partners and beneficiaries – is indispensable.

Probably the most crucial issue is the question of ownership and power: to whom are we accountable and who "owns" the project? Sharing ownership means sharing power. And the sharing of power is at the heart of every credible accountability system.

With the development of two-way (or, in fact multi-way) communication on the Internet and the rise of so called virtual charities a basis for direct, mutual accountability has been created. And, for this new system to function, direct and credible (e.g. measurable, documentable) accountability is crucial.

Key tools for strengthening accountability are establishing peer reviews, setting and implementing transparency standards, introducing a participatory approach in programming and launching a complaints system.

CSO ACADEMY: Towards a Consistent Global HR Policy

London, 31 March – 1 April 2009

Participants: ActionAid International, Amnesty International, Greenpeace International, Save the Children International, Oxfam International, People in Aid, SOS-Kinderdorf International, World Vision International, World YWCA.

Support: Accenture and Egon Zehnder International.

The Human Resources Directors from nine of the leading CSOs gathered at the Amnesty International office in London for their second annual meeting, exploring ways towards a consistent global HR policy. The main objectives were to establish a balance between global and national HR needs and to identify an optimal global HR system in a federated organisation.

Some of the key findings of the workshop are:

Optimal distribution of roles and responsibilities between global and national levels, the lack of a “global mindset” in many national chapters and the existence of different national laws and employment cultures are some of the main challenges.

Global and national HR policies and systems should identify skills/behaviours/resources needed, set common competency criteria, lay down clear role profiles and job descriptions and identify and promote talent.



A talent development strategy should be closely linked to the organisation’s overall strategy. It should be produced by a team consisting of representatives from all areas of the organisation’s work. To secure the strategy’s weight it should be endorsed by the organisation’s Board.

Performance management is a key element of a global HR strategy. Performance management is not HR owned: it should be key to the organisation as a whole. Performance measurement should benefit the individual more than the organisation and should be understood as an opportunity for reflection, feedback and identifying success.

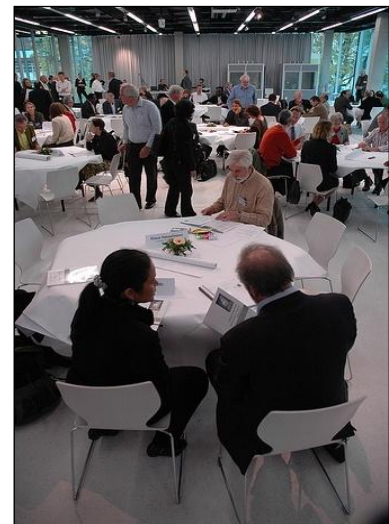
GLOBAL PERSPECTIVES: Decisive Action in Times of Global Crisis

Berlin, 6-8 November 2009

Participants: Over 120 – including 19 global CEOs, 52 national CEOs and more than 40 experts and key stakeholders.

Support: German Federal Ministry for Economic Cooperation and Development, Robert Bosch Foundation, Heinrich Böll Foundation, Accenture, Plan B, Active Philanthropy and The ValueWeb.

Under the title *Decisive Action in Times of Global Crisis*, the Center convened the first annual *Global Perspectives* conference for leaders of international CSOs in November 2009. The conference addressed the present global crisis which is being brought about by three different crises reinforcing each other: the meltdown of the finance system, increasing poverty and climate change. The conference asked how CSOs can more effectively contribute to addressing this crisis.



In the run up to the Copenhagen climate summit in December 2009, climate change received most of the conference’s attention. Some of the issues addressed were: a strategic focus for Copenhagen; an integrated approach combining poverty alleviation with the fight against climate change; inter-sectoral partnerships; and key elements of a five year action plan addressing the crisis.

On the last conference day, CSO governance was the focus of discussions: how can CSOs organise themselves more effectively in order to play a stronger role in addressing major global challenges? Participants gave particular attention to the challenge of devising a global governance system which combines national legitimacy with global effectiveness. As the key outcome of participants' joint work, the conference agreed upon a CSO Action Plan Addressing the Global Crisis.

TRIALOGUE: Berliner Governance Gespräche (Berlin Governance Talks)

Together with the Humboldt-Viadrina School of Governance the Berlin Civil Society Center hosted this high level dialogue series bringing together leading politicians, top level business representatives and civil society leaders.

On 26 January Joseph Sanktjohanser (Member of the Board of REWE Group, one of the largest retail and tourism companies in Europe) and Michael Otto (head of the Otto Group, the world's largest mail order company) presented their statements on *The Role of Business in Global Governance*.

On 10 March Frank-Walter Steinmeier (Foreign Affairs Minister of Germany) and Dietrich Genscher (former Foreign Affairs Minister of Germany) were the key speakers contributing with statements on *The Political Dimension of Globalisation*.

On 12 May Kate Gilmore (Deputy Secretary General, Amnesty International), Jeremy Hobbs (Executive Director, Oxfam International) and Simon Zadek (Managing Partner, AccountAbility) discussed *Accountability in Global Governance – the Civil Society Perspective*.



Capacity Building

Oxfam – Single Management Structure

Oxfam International implemented a *Single Management Structure* “to better contribute to the creation of a just world without poverty”. The Center supported Oxfam International with research and advice.

Save the Children – Strategy Development

Save the Children International received support in developing their *Alliance Strategy 2010 – 2015*.

Transparency International – Strategy Implementation

The Center provided guidance on Transparency International's project *Operationalising the Strategic Framework*.

Research

Active Philanthropy

The *Working with Civil Society Organisations* series, a number of texts advising major donors on how best to cooperate with civil society organisations, was concluded with the three additional publications. The sector guide for philanthropists with the title *Making the World a Better Place for Children* was completed and will be published in 2010.

Greenpeace – CEO Salary Survey

In the context of recruiting a global CEO, Greenpeace International asked the Center to conduct a survey on salary levels of the sector's top executives.

Other 2009 Highlights

Contributions to International and National Meetings

In 2009 the Center continued to host meetings of the *Independent Global NPOs* (IGNPO), a group gathering the leaders of global CSOs. In March and November, the CEOs of Amnesty International, CARE International, Greenpeace International, Oxfam International, WWF International and World Vision International came together in Berlin to discuss issues of mutual concern such as the consequences of the economic crisis for CSOs and ways to strengthen accountability within civil society.



Other national and international meetings the Center contributed to:

- Annual Conference of *Deutscher Fundraising Verband*,
- Deutsches Zentralinstitut für Soziale Fragen: *Annual Conference of Certified NGOs*,
- Ditchley Foundation Conference: *The Nature And Role Of International NGOs*,
- *Skoll World Forum on Social Entrepreneurship*.

Center Website

With the pro bono support from *Accenture* the Center upgraded its website to serve as a basis for the dialogue between the Center and its key stakeholders and to strengthen the preparation and follow-up of workshops. The site can be viewed at www.berlin-civil-society-center.org.

Governance and Ownership

Constituted in 2008, the Center's Board formally took up its role. Board Members are:

- Peter Eigen, Founder of the Center, Board Chair
- Irene Khan, Secretary General of Amnesty International (until end 2009)
- Jeremy Hobbs, Executive Director of Oxfam International
- Dean Hirsch, CEO and President of World Vision International
- Burkhard Gnärig, Founder and Executive Director of the Center.

In order to become the joint action platform of the leading global CSOs the Center's ownership should be in the hands of the CSOs. Therefore Peter Eigen and Burkhard Gnärig, the Center's founders and owners, decided to offer full ownership to the leading CSOs. During 2009, Amnesty International, CBM, Oxfam International, Transparency International and World Vision International each acquired a 10% share of the Center. Other leading CSOs have been invited to take up ownership and by the end of 2011 the Center should be fully owned by the CSOs it endeavours to serve.



Support to the Center's activities

Without the generous support from a number of outstanding CSOs, government institutions, companies and foundations the Center would not have been able to undertake any of its 2009 activities. The *Dräger Foundation*, the *Robert Bosch Foundation* and the *German Federal Ministry for Economic Cooperation and Development* provided financial support. *Accenture*, *Boston Consulting Group*, *Egon Zehnder International*, *Plan B* and *PricewaterhouseCoopers* provided their know-how on a pro bono basis. The *Heinrich Böll Foundation*, *Amnesty International* and the *Humboldt-Viadrina School of Governance* offered their premises free of charge for events of the Center. *The ValueWeb*, *Active Philanthropy* and many of the world's leading CSOs provided valuable support in many forms.

Income and Expenditure 2009

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

| | 2009 | 2008 |
|----------------------------------|----------------|----------------|
| INCOME | | |
| Grants | 110.000 | 4.494 |
| Core Support | 66.267 | 34.197 |
| Programme subsidy | 79.750 | - |
| Income from services | 125.079 | 58.030 |
| Other Income | 584 | 1.840 |
| TOTAL INCOME | 381.680 | 98.561 |
| EXPENDITURE | | |
| Workshop Expenditure | 87.197 | 20.126 |
| Personnel | 125.116 | 58.612 |
| Secretariat Infrastructure | 38.796 | 24.301 |
| Other Expenses | 8.912 | 1.528 |
| TOTAL EXPENDITURE | 260.021 | 104.566 |
| ANNUAL SURPLUS/DEFICIT | 121.659 | - 6.005 |
| Amounts carried forward | - | 178 |
| Withdrawal from reserves | 39.110 | 46.000 |
| Allocation to free reserves | - 19.115 | - 1.063 |
| Allocation to earmarked reserves | - 141.653 | - 39.110 |
| ANNUAL RESULTS | 0 | 0 |