



# Annual Report

## Insights into 2018

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# Contents

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<b>Editorial</b>	<b>1</b>	<b>Our Departments</b>	<b>25</b>
<b>Our Topics</b>	<b>3</b>	European and International Cooperation .....	26
Our Leitmotif: 'Germany. The Next Chapter' .....	4	Academic Promotion and Culture .....	28
Artificial Intelligence – A Christian Perspective .....	6	Politics and Consulting .....	30
Democracy Requires Education .....	8	References and Research Services/ Archives of Christian-Democratic Politics .....	32
Parties and Democracy .....	10	Civic Education .....	34
China – Restructuring International Politics .....	12	Communication .....	36
Sustainability – More Than Just Being 'Green' .....	14	<b>Names, Facts, Annual Accounts</b>	<b>38</b>
The Timelessness of the Social Market Economy .....	16	Annual Accounts .....	39
<b>The Konrad-Adenauer-Stiftung</b>	<b>18</b>	Joint Declaration on the State Funding of Political Foundations .....	42
About Us .....	19	Board of Directors of the Konrad-Adenauer-Stiftung e. V. ....	43
The Konrad-Adenauer-Stiftung in Figures .....	20	Members of the Konrad-Adenauer-Stiftung e. V. ....	45
Award Winners in 2018 .....	24	Board of Trustees of the Konrad-Adenauer-Stiftung e. V. ....	47
		The Villa La Collina in Cadenabbia .....	49
		Academic Promotion Committees .....	50
		<b>Publication Information</b>	<b>51</b>

# Dear Readers,

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Although every year represents the beginning of a new story, 2018 began slowly in Germany, mainly because of the lengthy negotiations that were conducted over the formation of the governing coalition. Internationally, the political trends from the previous year continued unabated, and their impact is still being felt today: multilateralism is facing considerable pressure; the ongoing Brexit negotiations have almost completely brought the European Union to a political standstill, and the US is withdrawing from multilateral agreements while vehemently calling for stronger commitment from other NATO members. Russia and China have begun taking advantage of this situation to pursue their strategic goals and expand their international influence. At the same time, populist parties and movements have gained strength in countries ranging from Italy to Brazil. The xenophobic riots that occurred in some German cities are a particularly alarming reflection of these broader developments.

Ultimately, the growing sense of insecurity among the population, which plays into the populists' hands, is also partly driven by globalisation and digitalisation, and the impact that the resulting changes are having on almost all areas of life.

These examples are demonstrative of just some of the many wide-ranging tasks and challenges faced by the Konrad-Adenauer-Stiftung. In line with our three-year leitmotif, 'Germany. The next chapter', we contribute to debates that shape Germany's future. Our leitmotif focuses on the current health of our democracy and the core issue of education, which is crucial to our country's viability. The Konrad-Adenauer-Stiftung also seeks to identify aspects that bind our society together, and that will help carry us forward into the future.

This annual report provides an overview of some of the many activities that the Konrad-Adenauer-Stiftung undertook in 2018. Alongside the additional information available on [www.kas.de/en](http://www.kas.de/en), it is a reflection of the enormous level of commitment, competence and dedication expressed by our staff at home and abroad. We would like to take this opportunity to thank every one of them. Our international staff often work under particularly challenging conditions. This point was especially underscored five and a half years ago when the Egyptian police searched and closed our office in Cairo. It was not until December 2018 that an Egyptian court finally acquitted our members of staff.

We would also like to extend our thanks to the committee members for their constructive cooperation, the 'Friends of the Konrad-Adenauer-Stiftung', the donors, sponsors and all of our partners for their considerable support. We will continue to do our utmost to live up to the trust that they place in us.

This year's report clearly demonstrates that people around the world have begun writing the 'next chapter' of their lives and society – whether in digital or analogue form. It is time, therefore, that we also wrote the next chapter of our country together. We hope that you will provide us with your support in doing so.

Berlin/Sankt Augustin,  
April 2019



Prof. Dr Norbert Lammert



Michael Thielen



# Our Topics

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# Our Leitmotif: 'Germany. The Next Chapter'

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*Lukas Lingenthal  
and Dr Kristin Wesemann*

For the first time, the Konrad-Adenauer-Stiftung has drawn up a leitmotif to guide its work over the next three years. The foundation intends to use the leitmotif 'Germany. The next chapter' to shape debates about important issues concerning Germany's future.

There is a growing need for debate in Germany. What is happening in the country? In which direction is Germany heading? How and why is this happening? It's true that things have never been better: we enjoy the many freedoms offered by a democratic state governed by law and benefit directly from the numerous opportunities that this entails. However, although most are happy with their current situation, insecurity is growing. Rapid changes in many areas of life are causing people to express concern about their future.

The foundation intends to develop political and social answers to people's current concerns. The aim is to offer explanations, stability and direction but also to help create change wherever it is needed. As people are directly affected by global developments, it is essential that Germany redefines its role in the world.

With this in mind, the foundation has developed a leitmotif that will guide our work between 2018 and 2020: 'Germany. The next chapter'. In doing so, we aim to bring together several issues that will be important for social and political developments over the coming years, focusing on the following questions:

- › How can we improve relations between citizens, state, politics and political parties?
- › What can and should the state do, and how can we strengthen the institutions that secure the rule of law?
- › Where and how are values formed and experienced together? How can the relationship between urban and rural areas be shaped in socio-political terms?
- › What economic, ethical and socio-political issues arise from digitalisation and artificial intelligence, and how can we overcome the challenges that these issues pose?
- › When it comes to education, what forms of curricula are needed? How can we ensure that people receive high-quality education as well as opportunities for personal development?

In 2018, we began collating diverse answers to these questions. The video series 'What makes the country tick?' captured impressions from various German federal states about issues that people view as crucial for their future. They mentioned topics such as infrastructure in rural areas, how the young and old will live side-by-side in the future, the nationwide provision of good educational opportunities and the benefits that digitalisation can bring to the joint functioning of urban and rural areas. This clearly illustrates the diversity of ideas that people associate with our leitmotif 'Germany. The next chapter'.

In 2018, the foundation celebrated Konrad-Adenauer-Stiftung Day under the same banner, using the opportunity to portray itself as innovative and eager for debate, and to present its new image to the public. The belief that debate remains the 'highest discipline of democracy' is what led Angela Merkel to call for people to treat one another with greater respect – and particularly in social networks.

The *Zum Adenauer* pop-up lab, a five-week experimental space that the foundation set up in Berlin's Auguststrasse, also focused on issues linked to our leitmotif. The gallery featured large street-facing windows and a cosy atmosphere, offering a unique setting to the

events hosted there, which dealt with numerous aspects of the 'next chapter' facing both Germany and the rest of Europe. The lab also enabled the foundation to demonstrate that crucial, often complex, issues such as these can still be presented in a modern, interactive and attractive manner.

A six-month task force, launched in 2018, was commissioned in order to identify new forms of cooperation and future topics relevant to the foundation. The results of this process fed into new projects – such as a contemporary narrative that argues for a united Europe – as well as into broader concepts. They also helped establish a modern form of cooperation within the foundation itself, as well as between the foundation and our partners.

In 2018, more than 80 events were held throughout Germany that addressed issues linked to our new leitmotif. The diverse themes that these events covered will continue to shape our work in 2019 and 2020. As was the case in 2018, we hope that you will continue to help us to find answers to the challenges they pose.







Consequently, AI's use of 'autonomy' thus leads to ambiguities that blur the boundaries between humans and technology, thereby compromising the view of human subjects as beings constructing voluntary relations with one another in freedom (Elisabeth Gräß-Schmidt, theologian). Subsequently, it is crucial that we distinguish between human freedom and responsibility, on the one hand, and the mere 'functional' autonomy of AI, which follows the implementation of technical rules and thus can never actually be considered as capable of taking responsibility.

This differentiation is vital when it comes to the debate about AI and 'decision-making'. First, it is essential to define what is meant by a 'decision'. AI is already used in many fields as a decision-making tool, for example, to allocate loans, in personnel recruitment and insurance, and in so-called 'autonomous' vehicles. Decision-making, therefore, can certainly be delegated to AI. However, AI uses routines to make decisions that have already been made by people (Joachim Fetzer, theologian and economist). Accordingly, it is people who are and remain responsible for the decisions 'made' with AI.

Moreover, the use of AI should never be permitted to undermine the unequivocal attribution of human responsibility (Catrin Misselhorn, philosopher). Nor should AI weaken human self-determination. Serious decisions about life and death, therefore, cannot be left to AI alone. It may be beyond question that responsibility ultimately lies with humans, but it is not always easy to define who is actually responsible in a particular case. The complexity of AI decision-making processes thus leads to 'gaps in responsibility', and it can be impossible to attribute responsibility clearly in all situations.

If we are to be able to define human responsibility, it is crucial that AI can be controlled. This is not always an easy task in AI-based decision-making processes, and it is particularly tricky where self-learning algorithms are concerned. Subsequently, it is important to move away from a focus on specific algorithms and towards a holistic view of algorithmic decision-making systems (Katharina A. Zweig, computer scientist). This means that the data and social contexts in which they are being applied also need to be taken into account.

As with all forms of technology, ethical debate is essential in AI, and it needs to be conducted as an integral aspect of a responsible technology policy. Moreover, ethical debate should be undertaken with foresight. It is vital to consider two points in this regard: first, ethical concerns should not be used to undermine innovation or optimism in the future (which is a fundamental aspect of people's creative will). Second, it is not enough for discussions about ethics to take place in one country alone. Debates about ethics, just like the research projects undertaken in AI, must be held at the international level. Importantly, the universality of Christian ethics provides a decisive advantage when it comes to developing a perspective on artificial intelligence that could be beneficial to all of humanity.

# Democracy Requires Education

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*Dr Melanie Piepenschneider  
and Nils Thieben*

**Education plays an essential role in helping to sustain democracy, but it involves far more than merely gaining academic knowledge.**

In an age characterised by fake news, 'alternative facts' and filter bubbles, political discourse in democracy is changing. This is also due to the increasing availability of information via the Internet and social media. Shaping opinions and building consensus has become more challenging in today's society: the public is currently divided, and there is no single version of the truth.

Education plays an essential role in democracy, and it becomes all the more important in times like these – at least if everyone is to be able to participate actively in democratic processes. The promotion of liberal democracy, one of the objectives of the Konrad-Adenauer-Stiftung, is thus closely linked to the need for civic education.

In order to help guide people through the confusing stream of information currently being made available, in 2018, the foundation increasingly experimented with new formats as part of its civic education programme. A pop-up lab – *Zum Adenauer* – was opened for a few weeks in the centre of Berlin and it provided a space for unlimited debate on political issues. The lab also hosted numerous events, and the setting opened up a new culture of debate between politicians, academics, representatives of associations and social groups.

The lab invited people to take part in discussions about the issues that they are most interested in. Moreover, it sought to move away from answering specific questions and towards examining the fundamental aspects of democracy, offering

direction and an understanding of how to categorise and interpret other people's positions.

In 2018, the foundation's civic education focused on a group of people that is committed to society, guarantees our safety and security, and cares for, helps and protects us: the members of the Federal Agency for Technical Relief, the police, the German Red Cross and the fire brigade. Nowadays, these individuals do not always receive the recognition and respect that they deserve; instead, they are increasingly exposed to hostility and anti-social behaviour. The foundation provided training sessions as part of its programme of civic education to find ways to counter this issue. Our 9th Democracy Congress, which was held in Dresden, also discussed how these 'heroes of everyday life' contribute to social cohesion and the role that they play as individuals in a thriving democracy.



In addition to social commitment, social cohesion relies on a shared understanding of the issues that should be treated as ‘taboos’. Where do our ethical boundaries lie? With this in mind, the digital academy worked with school children to develop strategies against hate speech on the Internet, train media literacy and explain the dangers and opportunities associated with the Internet and social media.

Civic education also plays a crucial role in our support of gifted students. The foundation provides scholarships to students and doctoral candidates to encourage them to assume responsibility as future leaders and active citizens in politics, business, science, media, culture and society. A comprehensive set of interdisciplinary seminars is at the core of our scholarship programme. The curriculum is embedded within a historical and international comparative context that enables scholarship recipients to draw the conclusions they need to take political action. Ultimately, the aim is to ensure that they develop the skills that they require to defend their positions during political debates. Scholarship recipients are also offered rhetoric modules where they learn to use their knowledge in a targeted way and to put forward convincing arguments that substantiate their views.

However, education not only entails learning; it also implies the need to develop understanding. This not only refers to the importance of understanding other people’s arguments but also to appreciating their different living environments. This is vital because it



is only possible to develop a feeling for the diverse needs that exist in society if we understand how other people live. Our seminars, therefore, enable scholarship holders to be exposed to otherwise unfamiliar experiences. In 2018, they were given an insight into the everyday work of journalists and the lives of refugees in Germany, including the insecurity faced by the latter. And last year international seminars took place in Russia and Mexico where participants came together to share experiences, thus promoting an understanding of other cultures in Europe and around the world.

Ultimately, scholarship holders need to become independent and learn to act on their own initiative. As organisers of ‘initiative seminars’, they play a significant role in determining what subject matters the seminars cover. Moreover, they also contribute to the long-term development of the programme via an educational commission. This is essential as education – understood as a crucial element to inspiring democracy – has to be thought through again and again, and this is even more relevant in a world currently dominated by ‘alternative facts’.

# Parties and Democracy

*Franziska Fislage  
and Dr habil. Karsten Grabow*

**Political parties and democracies are facing challenges throughout the world. And they increasingly have to defend themselves against other – not necessarily better – forms of political participation.**

Political parties and democracies are under pressure throughout the world. They are currently facing challenges from populists, nationalists and political movements. Political parties, party systems and democracies are also changing at striking speed. A single election can alter an entire party system and force a political party that was once the driving force in a particular country into political irrelevance.

In many countries, populists, nationalists and political movements are now the challengers to ‘established’ parties. In France, Italy and the Czech Republic, movements have supplanted traditional parties to enter government. In other countries, populist forces are gaining ground and political influence. This is resulting in restrictions being placed on people’s fundamental democratic rights, and in some countries, human rights are being trampled on and violated. Therefore, it should not be surprising that studies are increasingly pointing to a decline in democratic standards, even in countries that were once considered fully fledged democracies (The Economist. Democracy Index 2018. <https://www.eiu.com/topic/democracy-index>, accessed 15 February 2019).

Although the support gained by nationalists and populists was initially dismissed as harmless protest, these parties have long surpassed this perceived image. In the United Kingdom, UKIP has pushed the country into an unprecedented political crisis and has done so with the active support of other political parties. Given the aggressive nature of Italian governance – where at times disrespectful, abusive politicians are manoeuvring the country to the brink of bankruptcy – it is hard to imagine anyone claiming that nationalists and populists are promoting stability and reliability or improving the quality of democracy.





Populist and nationalist parties pose a threat to democracy because they think in terms of enemies, and actually require such foes in order to present themselves as the redeemers of social problems. They are only able to survive by framing other people as 'foreigners' or as representatives of the 'establishment', casting them as scapegoats for all of society's current ills. These parties discredit those who do not fit into their own world views as threats or 'good-for-nothings', yet the policies they promote do not come remotely close to solving the problems and challenges we currently face.

Unlike the advance of populist and nationalist parties, the breakthrough of political movements need not necessarily lead to a

decline in democracy. Nevertheless, the gains made by movements underscore the fact that the once 'established' parties and their representatives have made fundamental mistakes. Moreover, established parties have lost almost all of the credibility they once had with what has become an increasingly volatile electorate. In the more favourable cases, such as Emmanuel Macron, the grass-roots movement *La République en Marche*, which he founded, won over a large section of voters that had been looking for a breath of fresh air. This enabled a political movement to present itself as a beacon of hope. In less constructive cases, populist and nationalist parties and movements have occupied the void created by the top tier of 'established' parties.

Social movements can also be prone to populism and a democracy deficit. Spain's *Podemos* and the Italian Five Star Movement show clear signs of populism and lack internal democracy. The Five Star Movement, which began as a left-wing project, now rules in Italy alongside the right-wing populist Northern League.

Political parties have never been without controversy. But as organisations that represent and articulate people's political interests, political participation, decision-making and leadership, they are practical and effective. This is particularly the case in Germany with the important role that parties of the political centre play when it comes to balancing people's interests.

Germany is a haven of economic and political stability, not least because of its well-functioning party democracy. Organising a stable democracy is impossible without political parties. But political parties also need to take up the challenge of defending their positions against other – not necessarily better – forms of political participation.

# China – Restructuring International Politics

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*Alexander Badenheim*

**China's activities on the international stage are changing the world order. As such, the West must engage more intensively with the People's Republic.**

For many years, academics and experts have been discussing whether the global dominance of the US, which characterised the 20th century, is coming to an end and being superseded by a 'Chinese century'. Even though it is still impossible to answer this question definitively, US and Chinese policies are having an impact on the world order in several ways. In recent years, Washington has partially withdrawn from a post-war multilateral system that it not only heavily influenced but also championed more enthusiastically than any other country in the world. At the same time, China is using this opportunity to make its mark. Although initiatives such as the New Silk Road, the Asian Infrastructure Investment Bank, the Shanghai Cooperation Organisation, and the 16+1 Summit are multilateral in nature, they lead participating states to establish stronger bilateral ties with China. The East Asian nation, therefore, is pursuing a multipolar world order that is not based on shared values, but on economic interests and access to raw materials and infrastructure.

In addition to the West, many other parts of the world are critical of the current situation. They are facing an increasing risk of debt due to the numerous Chinese investments that are being made in their countries. Sri Lanka, Pakistan, Laos and Djibouti are just a few of the nations that have become heavily dependent on Chinese funds. China has already been able to partially leverage this dependence into political capital, even in European countries such as Greece and Hungary. This has provided China with better access to critical local infrastructure and commodities.

Importantly, the fronts are currently hardening, particularly between the US and China. After all, the trade conflict between the two countries, which has been smouldering for a year now, is not just about trade deficits and the theft of intellectual property; it is also about geostrategic interests and expanding their sphere of influence by establishing new alliances and partnerships.



China's global ambitions, therefore, have also become a focus for many of the foundation's offices throughout the world. Our staff and local experts have organised events and produced analyses of the role that China plays in their respective countries – many of these analyses have been published as International Reports. One such publication focused on the significance of the Silk Road Initiative for the Mediterranean region. Another study demonstrated the crucial role played by the People's Republic in influencing external actors in the Western Balkans. Others have highlighted China's activities in Africa and Latin America and its role in regional security in the Indo-Pacific region. Further analyses have focused on current developments within the People's Republic. A comparative study of national strategies aimed at promoting artificial intelligence highlighted the rapid progress that China is making in the field of digitisation. Importantly, the considerable focus on Chinese involvement in German politics and media in recent years demonstrates the significant role that China also plays in this country. In 2018, the founda-

tion's activities ranged from smaller events organised by our civic education forums to involvement in established conferences such as the Trier China Talks. Moreover, large-scale public formats were also held, including the well-received FAZ-KAS debate, which brought several hundred visitors to Leipzig and Bremen and was watched by many more online.

Our regular dialogue formats with Chinese party and government representatives once again underscored the vital role played by dialogue with China. The foundation in Germany, and our offices in Beijing and Shanghai, in particular, used delegate programmes, conferences and expert discussions to provide numerous German politicians from the federal, state and local level with the opportunity to share their experiences of various topics with Chinese officials. A particular focus was placed on promoting dialogue between young political decision makers and multipliers from both countries. Ultimately, many of the current global challenges, including the reform of multilateral institutions such as the WTO and climate change, can only be solved by working with China. As such, the promotion of understanding and, above all, knowledge about each other play an essential role in the foundation's China-related activities.

# Sustainability – More Than Just Being ‘Green’

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*Jasper Eitze,  
Martina Kaiser  
and Andreas Kleine-Kraneburg*

**Far too often, the term ‘sustainability’ is used as a synonym for environmental protection. This understanding does not do justice to the complexity of the concept.**

In 2015, the 2030 Agenda was signed by 192 members of the United Nations. It was the result of an unprecedented participatory process that not only involved governments but also parts of organised civil society and experts from various fields. The 2030 Agenda is based on a set of United Nations development and environmental programmes, such as the Millennium Development Goals (MDGs) and the Sustainability Agenda (‘Rio Process’). However, financing is essential for the implementation of its ambitious goals. Shortly before the adoption of the 2030 Agenda, the third UN Conference on Financing for Development took place in July 2015 in the Ethiopian capital Addis Ababa, where funds for the implementation of the Sustainable Development Goals (SDGs) had already been made available.

Alongside the visionary aspects of the Agenda, which is intended as a ‘plan of action for people, planet and prosperity’ to change the world, it also encourages a rethink of development policy.

The 17 Sustainable Development Goals and their 169 targets serve as guidelines for the implementation of the national targets drawn up by all signatory states, regardless of their level of development. This led to a replacement of the old dichotomy of developed and developing countries.

The 2030 Agenda addresses all three dimensions of sustainability: the economy, social aspects and the environment. Therefore, it also clearly underscores the need to guarantee economic dynamism in order for positive development to occur. This point is crucial because the influence of environmental interest groups has led a particular understanding of ‘sustainability’ to become widespread in the public debates that have been ongoing since the 1980s, especially in Western democracies. ‘Sustainable’ is now usually treated as a synonym for ‘environmentally friendly’. This narrow view of sustainability is understandable because the development policy debate that took place at the end of the 20th century was concerned with anchoring environmental factors alongside the economic and social dimensions of sustainability.



Unfortunately, this impetus led economic and social issues – if they are mentioned at all in sustainability concepts and requirements – to be reduced to a dependence on environmental criteria.

This moves the focus away from the complex interactions that occur within the internationally accepted sustainability triangle (economy–society–environment). Discussions about the economic and social conditions under which environmental awareness and the willingness to protect the environment can effectively evolve in modern societies, for example, receive too little attention. Yet this is precisely where the key to favourable development on a global scale lies. It is not only emerging economies, which are becoming rapidly responsible for an increasing share of global resource consumption, that need to reconcile longer-term environmental needs with mostly shorter-term economic and social expectations. Wealthier states also face the challenge of addressing environmental issues in ways that preserve economic performance and social stability. This is essential because it is the only way to ensure lasting support for effective environmental protection.



Strengthening multilateralism is a crucial aspect of this broad global policy agenda and it acts as an essential tool with which to address the global challenges facing areas such as health, trade, migration, climate and resources. This also needs to be explained and promoted here in Germany. Many challenges and future issues that are already being highlighted and discussed as part of education with a regional focus could also be more clearly embedded in a global context. The 2030 Agenda is an important topic, especially for young adults who are often particularly concerned about sustainability, but also for local politicians, who should be supported in their efforts to develop local initiatives and implementation at the individual level.

# The Timelessness of the Social Market Economy

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*Thomas Köster  
and Dr Wolfgang Tischner*

The Konrad-Adenauer-Stiftung is committed to contributing to the continual development of the Social Market Economy.

The founding fathers of the Social Market Economy were right to avoid drawing up a set of concrete measures to implement their concept. If they had done so, the economic and social model on which the German Federal Republic is based would probably have become outdated, at best, after a generation. Instead, they provided us with timeless principles. This point is made clear in Walter Eucken's book *Principles of Economic Policy*, which provides an overview of the principles behind the Social Market Economy.

When it came to the issue of free markets, during the 1940s and 1950s the founding fathers of the Social Market Economy had to deal with mercantilist nationalism, which has similarities to Donald Trump's contemporary policy of 'America first'. The resounding success of the free-trade-oriented German economic model clearly demonstrates the striking benefits that free markets – as advocated as part of the Social Market Economy – can provide. Nevertheless, free trade should not be viewed as an end in itself; the advantage of the international division of labour is that it serves everyone's best interests.

Globalisation clearly demonstrates the need for continual development of the Social Market Economy. We are witnessing the rise of new phenomena such as international corporations establishing global tax avoidance strategies via accounting loopholes and Internet giants legally building quasi-monopolies throughout the globe. Moreover, activities such as betting against the banks, although economically

futile, were instrumental in triggering the 2008 global financial crisis. The Social Market Economy, with its demands for state-guaranteed competition and controls on monopolies, still provides the tools that are needed to face up to today's challenges. They merely need to be adapted to fit current requirements. Article 3 of the Lisbon Treaty, which sets out the EU's objective of achieving 'a highly competitive social market economy', should also be understood in this vein.

The Social Market Economy should not be restricted to the question of Ordoliberal economic policy. By its very nature, the Social Market Economy is an inner-party compromise that is only possible with the CDU/CSU. Moreover, the merger of economic theory with the socio-political demands made by Christian trade unions has led the Social Market Economy to form the socio-political foundation of the German Federal Republic. It is firmly rooted in both Catholic social teaching and Protestant social ethics. Its basic principle of personality, which stems from the Christian image of humanity, particularly separates it from the

*The film 'What is a Social Market Economy?' by Adenauer Campus explains and presents the issues in a manner that reflects the age of its young target group.*



rise of collectivist and libertarian social goals that we are witnessing around the globe. Solidarity ensures that individual wellbeing is never considered as detached from the welfare of society as a whole. Subsidiarity defines where competences and responsibilities should lie: what can be most efficiently managed at the lowest possible level should not be transferred to the broader community.

The Social Market Economy also provides a framework of values that are useful in contemporary politics, and these can help counter the arguments in favour of basic pensions and universal income. The principle of the social state – a coherent set of values derived from this framework – ensures that society helps people who cannot help themselves. At the same time, the capability approach provides for an enabling social state in which citizens have rights and obligations instead of merely being provided for. Importantly, the performance principle reminds us that effort must be rewarded – whoever pays more into their pension, should get more out. Finally, people who earn well should not have to pay more than half of their income in taxes and duties. Combined, these policies provide for a productive society that still takes the common good into account.

The Konrad-Adenauer-Stiftung carries out numerous activities aimed at promoting the ideas behind this regulatory policy among young target groups. This includes the seminars and expert discussions taking place again as part of the Social Market Economy PhD programme ([www.kas.de/web/begabtenfoerderung-und-kultur/promotionskolleg-soziale-marktwirtschaft](http://www.kas.de/web/begabtenfoerderung-und-kultur/promotionskolleg-soziale-marktwirtschaft)). Our Adenauer Campus provides a film for school pupils and teachers entitled 'What is the Social Market Economy?', as well as questions and answers tailored to this age group and further learning materials ([www.adenauercampus.de](http://www.adenauercampus.de)).

A close-up photograph of a person's hand holding a black and silver ballpoint pen, writing in a white notebook. The notebook is open on a dark wooden desk. In the background, a red folder or book is visible, and a blurred green plant sits on a shelf. The lighting is soft and natural, creating a focused and professional atmosphere. A decorative teal graphic with white lines is in the top-left corner.

# The Konrad- Adenauer-Stiftung

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## About Us

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The Konrad-Adenauer-Stiftung is a political foundation that is active throughout Germany via its 18 civic education forums and regional offices. Some 100 international offices manage projects in more than 120 countries. Our headquarters are split between Sankt Augustin near Bonn, and Berlin.

Konrad Adenauer and his principles define our guidelines, our duty and our mission. The foundation has carried the name of the German Federal Republic's first chancellor since 1964. It grew out of the Society for Christian-Democratic Civic Education, which was founded in 1955.

We use civic education to promote freedom, peace and justice at home and abroad. Our most important goals are strengthening democracy, furthering European unification, improving transatlantic relations and increasing development cooperation. Our political activities are based on current and well-researched analyses. The Academy in Berlin acts as our forum for dialogue on issues shaping the future – from politics and the economy to religion, society and science.

We bring together people who have 'something to say' at conferences and congresses. In Germany alone, around 145,000 people attend the approximately 2,500 events that we hold every year. We provide material and non-material support to gifted young people, not only from Germany but also from Central and Eastern Europe and developing countries.

We also keep in close touch with our alumni, whose number has risen to more than 14,000 since 1965.

Exhibits, readings and awards complete our programme. We support young artists and we honour authors with our prestigious Literary Award every year. We have awarded a prize for local journalism since 1980. We also have a dedicated programme that promotes young journalists. Since 2002, the Social Market Economy Prize has recognised distinguished personalities who support and encourage the development of the Social Market Economy. Since 2001, our *denkt@g* competition has paid tribute to websites by young people that confront issues surrounding the Holocaust and Nazi dictatorship, right-wing extremism, xenophobia, intolerance and violence.

The Archives of Christian Democratic Politics research and explore the history of Christian Democracy in Germany and Europe. Users have access to a large body of documents, state-of-the-art media and a specialised library with some 200,000 titles focused on history and politics.

# The Konrad-Adenauer-Stiftung in Figures



## Online Activities and Media Relations

Friends of the Konrad-Adenauer-Stiftung  
(Förderer im Freundeskreis)

**1,535**



### Twitter

Followers worldwide

 **35,400**

### Facebook

kas.de and all related pages

 **374,000**  
Followers worldwide

### Media Relations

Interviews **230**



Bylined Articles **58**

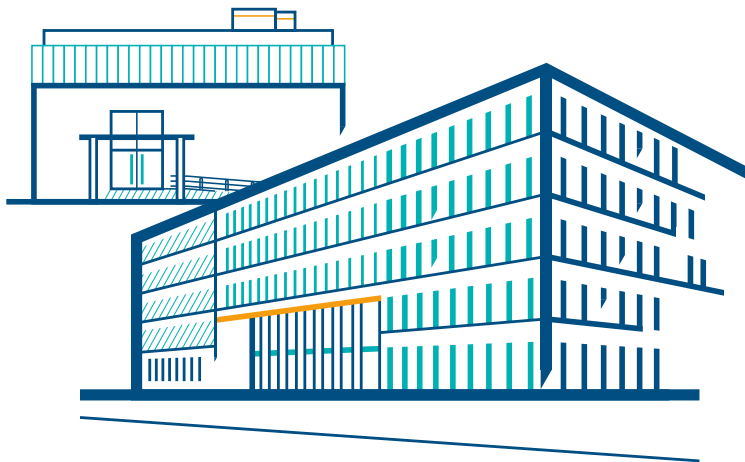


# Staff in Germany and Abroad

## Staff in Germany

Including trainees, staff on special or parental leave

582



In Berlin:

**384**

In the Civic Education Forums and Regional Offices

**58**



In Sankt Augustin:

**140**



Average age in Germany:

**45**

(years)

Average period of employment:

**11**

(years)

## Staff Working Abroad

Staff on Postings

**104**

including

**11**

Trainees



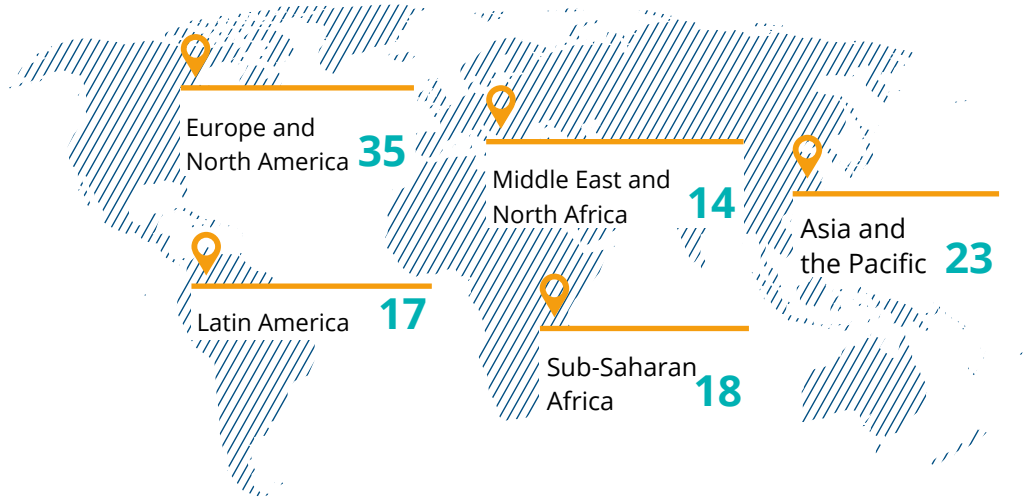
**731**

Local staff



# European and International Cooperation

Offices Worldwide  
**107**



Events and Participants  
Worldwide

Events ..... **5,400**

Participants ..... **554,000**

Countries ..... **126**

## Politics and Consulting

**75** Publications

**37** Expert Meetings

**38** Events



## Civic Education

Events and Participants  
throughout Germany

Events ..... **1,720**

Participants ..... **119,000**

Countries ..... **390**

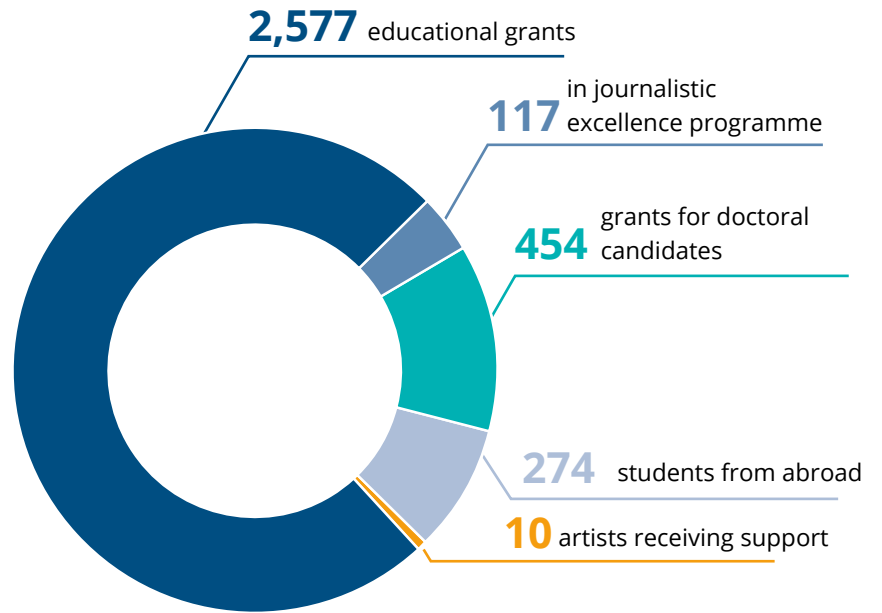


## Academic Promotion and Culture

Fellows  
**3,432**



Alumni (since 1965)  
**14,450**



## Reference and Research Services, The Archives of Christian-Democratic Politics



newly digitised  
**15,000**  
Photographs  
in the Image Archive



**383,000**  
Database accesses



**17,600**  
Linear metres  
of acquired files



# Award Winners in 2018

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## Literary Award

The winner of the 2018 Literary Award was the writer Mathias Énard. The jury described Énard as 'a virtuoso, and a multilingual mastermind of the oriental renaissance.' At the awards ceremony held in Weimar in May, the foundation's chair, Professor Norbert Lammert, described Énard's work as more complex than the question of whether Islam belongs in Germany. In her laudatory address, Annegret Kramp-Karrenbauer – at that time, CDU Secretary General – congratulated the author and spoke of Énard's novel *Compass* (2016) as a beacon of hope for peaceful exchange between cultures. In his acceptance speech, the author emphasised the importance of 'selfless interest in others'.

[www.kas.de/literaturpreis](http://www.kas.de/literaturpreis)

## Social Market Economy Prize

Ralph Dommermuth, CEO of United Internet AG, was awarded the Social Market Economy Prize. The award ceremony took place in October at Haus der Deutschen Wirtschaft in Berlin. The jury described the entrepreneur's amalgamation 'of innovation, entrepreneurial courage and social responsibility' as 'outstanding'. Federal Minister for Economic Affairs and Energy, Peter Altmaier (Member of the German Bundestag), and Hildegard Müller, chair of the jury and member of Grid & Infrastructure's board, which is part of innogy SE, paid tribute to the award winner. In turn, Dommermuth called on Germany to expand the mobile infrastructure required by the Internet of things.

[www.kas.de/preis-soziale-marktwirtschaft](http://www.kas.de/preis-soziale-marktwirtschaft)

## German Local Journalism Prize

*Stuttgarter Zeitung* and *Stuttgarter Nachrichten* were awarded the 2017 German Local Journalism Prize. Ralf Binkowski won the award for his daring research into the boxing club run by the *Osmanen* motorcycle club and the bloody war between biker gangs that took place in Stuttgart and Ludwigsburg. His work was chosen from around 400 other candidates. The jury described Binkowski's journalism as 'a bold, outstanding achievement that highlights the importance of press freedom.' The award ceremony was held in November 2018. Following tradition, it took place in the winners' city, this year at Stuttgart's Haus der Wirtschaft. The award ceremony honoured twelve outstanding achievements, including the work of two volunteers.

[www.kas.de/lokaljournalistenpreis](http://www.kas.de/lokaljournalistenpreis)

## denkt@g

The award ceremony for this Internet-based competition took place in Berlin in January 2019. It was attended by 14 groups with 110 participants from all over Germany. The first prize went to Raphael and Aaron Haas from Munich for their website 'Endless was the flow [of people] – Endless was the misery – Endless was the suffering', which deals hauntingly with the multifaceted aspects of the death marches from Dachau Concentration Camp that took place in April 1945. Since 2001, the denkt@g competition has encouraged young people to discuss issues related to National Socialism and the Holocaust, as well as contemporary right-wing extremism, xenophobia and anti-Semitism.

[www.denktag.de](http://www.denktag.de)

A close-up photograph of a person's hands typing on a silver laptop keyboard. The person is wearing a black watch on their left wrist. The background is blurred, showing a desk with papers and a pink cup. The image is overlaid with a teal and blue geometric graphic in the bottom right corner.

# Our Departments

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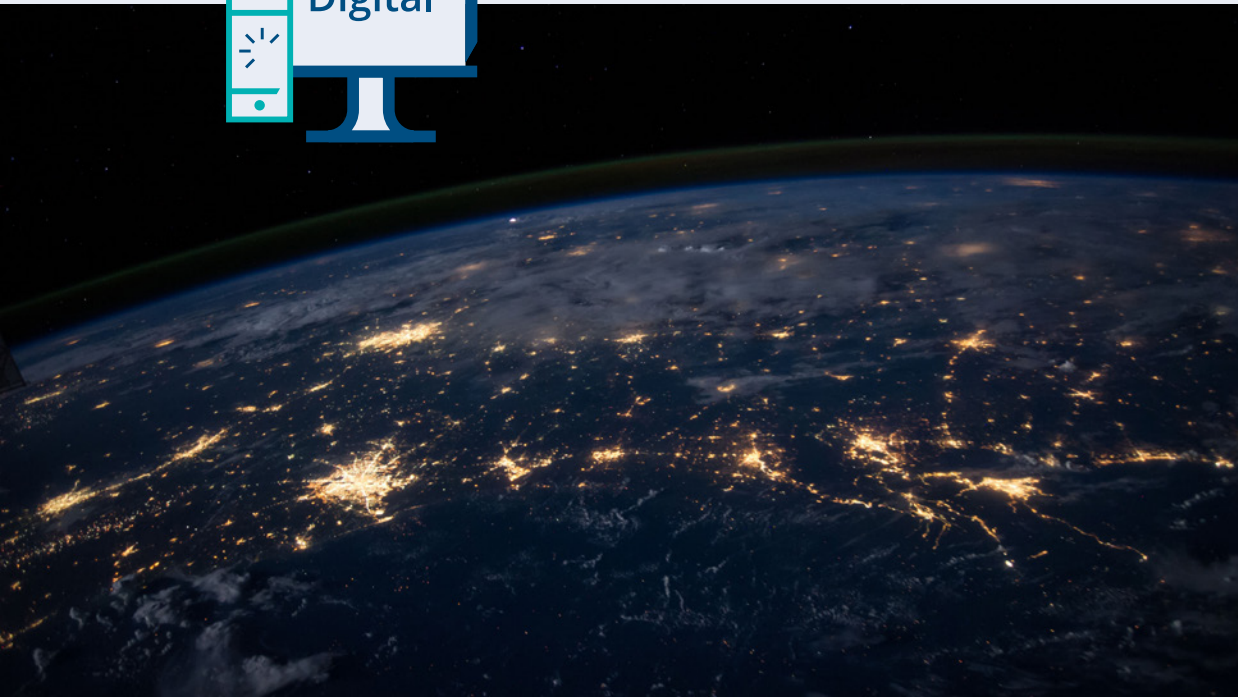
## European and International Cooperation – For Democracy and Human Rights Worldwide

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The Department of European and International Cooperation promotes the implementation of democratic and constitutional structures through its worldwide network of international offices. Priority objectives include strengthening European cohesion, transatlantic relations and democratic political parties throughout the world; promoting the principles of the Social Market Economy, and broadening development cooperation at the global level. In 2018, the foundation's international work was particularly influenced by

debates about Germany's role in international security policy, increasing rivalry with China over competing political systems, the conflict in Syria, the worsening political situation in Venezuela and significant power shifts in Brazil and Zimbabwe. In addition, the continuing discussions about Brexit and the US trade conflict with China heightened the importance of building global economic networks and free trade.





### **A Wave of Innovation: Digitalisation Discards, Accelerates and Connects**

The rise of powerful computers and smartphones, fast broadband Internet and vast amounts of data has led to a wave of innovation that has resulted in specific political and social challenges. In 2018, and against the background of current technological upheavals, the Konrad-Adenauer-Stiftung conducted workshops around the world on the impact of digitalisation on people's living and working environments. The workshops relied on the experiences of a broad network of digital experts whose profound level of expertise reinforced political debates in Germany. At the end of the project, experts from the US, Canada, Singapore, Brazil and Tanzania came to Berlin to share their experiences of the 'digital age' as part of political discussions and a public event. The discussions underscored the fact that countries with the most robust economies have ambitious visions and encourage the emergence of innovative business ideas.



## Academic Promotion and Culture - Discovering and Promoting Talent

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In 1965, we began providing scholarships and support to young people who excel in their studies, remain close to Christian democratic values and who are involved in volunteer work. After more than 50 years of supporting gifted students, our alumni survey has shown that our aims have been fully met: 90 per cent of our scholarship recipients have completed their studies with distinction, and nearly 80 per cent are actively involved in social initiatives. The results of the study certainly provide an incentive to continue funding the programme.

Under the banner of our leitmotif, 'Germany. The next chapter', participants came together in seminars and university groups, to discuss the challenges facing our democracy.

In 2018, the Department of Academic Promotion and Culture honoured Jürgen Flimm with the foundation's Hommage prize. Flimm has had a lasting impact on the German-speaking cultural scene. For the first time, artists funded through the Konrad-Adenauer-Stiftung presented works in an exclusive group show entitled 'Spuren im Raum' in Bundeskunsthalle in Bonn.





### Digitalisation in Line with Our Values

How can we ensure that digital transformation occurs in a manner that reflects our view of humanity and our understanding of democracy? In 2018, many seminars for scholarship recipients focused on these central concerns. The aim was to help scholarship recipients develop a positive vision of the future, and one they would also be prepared to bring to life.

The diversity of the seminars that were held also reflected the breadth and complexity associated with the issue of digitalisation. The discussions focused on the impact of digitalisation, as well as the opportunities and risks associated with it, particularly for business, employment, education and health. In doing so, the department combined political and legal issues with ethical, philosophical and historical perspectives. Furthermore, all of the seminars considered two overarching themes: the continued development of the Social Market Economy in the face of digital transformation; and the impact of digitalisation on structurally weaker regions and rural areas.



## Politics and Consulting – A Think Tank with a Diverse Range of Events and Publications

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The Department of Politics and Consulting views itself as the Konrad-Adenauer-Stiftung's think tank. The department's analyses and consulting services are aimed at political decision makers, but also at the politically interested public. The staff act as contacts for their colleagues in the foundation for the specialist fields that they cover, and, above all, for people and organisations from outside of the foundation. Alongside the more established areas like social policy,



empirical social research, research into political parties, and education, religion and economic policy, the department focuses on crucial contemporary social issues. These chiefly include topics such as artificial intelligence and the digitalisation of the labour market. A study of the role of emotions in the formation of political attitudes and voting behaviour in Germany is just one example of the widely publicised work undertaken by the department in 2018.





## Publications and Events on Digitalisation

A team dedicated to digitalisation has been working in the Department of Politics and Consulting for several years. One of the team's focuses is the issue of dealing with data. The department has also launched a series of publications on the socio-political aspects of digitalisation. Eight individual studies were published under the title of 'Monitor Digitale Gesellschaft', and some of the areas covered include the ethical issues related to the development and use of artificial intelligence and its impact on the media. In addition, the department also published an 'infoflip' that provides

answers to frequently asked questions about artificial intelligence. The publications were supplemented by events organised as part of the 'forum digital' series, to which high-ranking representatives from politics, academia and research were invited to discuss topics such as data ownership. The European Data Summit was the first time that the department had held a two-day international symposium on matters relating to data law that also made direct links to national and European policy.

## References and Research Services – Archives of Christian-Democratic Politics

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The Department of References and Research Services/Archives of Christian Democratic Politics (WD/ACDP) is *the* scientific competence centre for the documentation and research of the history and impact of Christian Democratic politics in Germany and Europe. With its extensive archive of numerous documents, especially on the history of the CDU and the party's leading representatives, as well as a comprehensive specialist library, it acts as a unique base from which to undertake research and produce publications. In addition, it not only encourages and accompanies research and exchanges with university lecturers and students, but it is also available to researchers from

all over the world, assisting them in their projects, and, of course, to the foundation's other departments. The department participates in academic discourse in Germany and at the international level through publications, conferences, exhibitions and history-focused websites, and makes the results of research accessible to experts and the interested public.

In 2018, the department promoted the reappraisal of the history of Christian democracy in numerous academic events, including at a conference entitled 'Helmut Kohl and the Reform of the CDU – 1966–1978'. A review of Holocaust mediation in Germany also led to intense debate. In addition to research volumes and studies, the department also published a well-received collection of sources on the Social Market Economy.





### Digitisation in the Service of Science

For some years now, the proportion of digitised documents that the department holds has been increasing exponentially. Digitisation helps to preserve frequently used, older and endangered archive material, and it means that these documents can be used on the Internet and in online publications. Above all, however, the systematic digitisation of vital records and those that are in high demand – such as the minutes of the CDU and CSU in the German Bundestag, and the CDU Presidium – has taken into account

the increasing demand among many researchers to make relevant primary sources available in electronic form. The Konrad-Adenauer-Stiftung's library also provides the foundation's staff with access to a steadily growing number of digitised books, magazines and newspapers that can be borrowed around the clock anywhere in the world.



## Civic Education – New Target Groups, New Formats

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In our pop-up lab *Zum Adenauer*, located in the centre of Berlin, we were able to use a creative format that enabled people to experience politics as part of their everyday lives. The lab also acted as a space for meetings with stakeholders from politics and civil society who had not had any contact with our foundation before.

In addition, the department focused on 'responsibility and commitment to the common good' and the importance of these issues for social cohesion. The Democracy Congress in Dresden, and the measures implemented by our 18 offices on the International Day of Democracy in September, discussed just how vital individuals and their contributions are to the success of democracy.

Alongside browser-based webinars, the establishment of #politsnack has led to a weekly live format, which, in 2018, was primarily dedicated to local issues. Our online education platform 'Adenauer Campus' opened its own Instagram channel in order to prepare topics and provide information that was target-group and channel specific.





### **Digitisation – Indispensable for Project Management**

In 2018, and as part of the foundation-wide standardisation of digital processes, the department began restructuring its response and action management. This process, which will continue until 2020, involves strategic simplification, increasing efficiency and transparency in project planning and billing, and, ultimately, improving the management of approximately 1,700 events every year throughout Germany. With this in mind, the document management system 'fav 2' is being gradually introduced. As the change process underlying this restructuring will only succeed if it is accepted by all members of staff, the regular provision of information and training is crucial. A detailed and target-group appropriate process of communication has accompanied this restructuring from the outset, and it also takes into account the decentralised structure of civic education.



## Communication – Increasing the Foundation’s Visibility

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The Department of Communication manages, coordinates and markets the events, publications, and other offers provided by the foundation. In close cooperation with all other departments, therefore, it contributes significantly to the visibility of the Konrad-Adenauer-Stiftung in Germany and abroad. The department also maintains the foundation’s academy, our nationwide forum for dialogue between actors from the fields of society, politics, culture, business and science.

The magazine *Germany. The Next Chapter* directly implements our leitmotif. The magazine contains exciting contributions, analyses and interviews about topics such as artificial intelligence, religion, general attitudes, democracy and the rule of law, and also encourages debate about these issues. Konrad-Adenauer-Stiftung Day in September provided insights into the various work undertaken by the foundation that reflected our leitmotif. Moreover, the modern presentation, imagery and design, which opened up a new chapter in the history of our foundation, set the stage for the day and our other events.





### Relaunch: The Foundation's Website

Since 2017, the Konrad-Adenauer-Stiftung has been modernising our most important means of providing information to the public: our flagship website, kas.de. Technical innovations have been implemented behind the scenes, and the overall design has been given a fresh new look. In autumn 2018, the ambitious project also gained a new coat of paint. As part of this upgrade, the editorial system received a complete makeover with the help of the foundation's other departments. Since its relaunch in October 2018, our website has featured the colours of our new corporate design. kas.de is a responsive website, which means it is accessible from almost any type of Internet-supported device.

Finally, the department aims to place digital communications at the heart of its future work via the website, social media and other modern formats.





A close-up photograph of a person's hands holding a black smartphone. The person is wearing a vibrant, patterned long-sleeved shirt with red, purple, and black designs. The background is a blurred field of tall grass. In the top left corner, there is a blue and teal graphic element consisting of diagonal lines.

# Names, Facts, Annual Accounts

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# Capital Account

Annual Accounts as of 31 December 2017

<b>Assets</b>	<b>31 December 2017</b>	<b>31 December 2016</b>
	€	Thousand €
<b>A. Fixed assets</b>		
Intangible assets	183,434.00	322
Property, plant and equipment	26,174,910.67	23,482
Financial assets	11,676,013.63	12,004
<b>B. Special assets</b>	<b>6,657,018.94</b>	<b>6,595</b>
<b>C. Current assets</b>		
Inventories	44,500.23	56
Receivables and other current assets	2,406,362.74	3,302
Cash at banks and on hand	16,522,150.23	12,918
<b>D. Prepaid expenses</b>	<b>70,187.37</b>	<b>230</b>
<b>Balance sum</b>	<b>63,734,577.81</b>	<b>58,909</b>

<b>Liabilities</b>	<b>31.12.2017</b>	<b>31.12.2016</b>
	€	Thousand €
<b>A. Own funds</b>	<b>5,330,209.08</b>	<b>5,285</b>
<b>B. Reserves</b>	<b>1,756,896.57</b>	<b>1,491</b>
<b>C. Earmarked funds</b>	<b>1,949,793.21</b>	<b>1,919</b>
<b>D. Subsidies for asset financing</b>	<b>37,280,546.88</b>	<b>35,541</b>
<b>E. Other liabilities</b>	<b>11,845,414.10</b>	<b>10,371</b>
<b>F. Deferred income</b>	<b>5,571,717.97</b>	<b>4,302</b>
<b>Balance sum</b>	<b>63,734,577.81</b>	<b>58,909</b>

Our annual accounts were audited and certified by BDO AG Wirtschaftsprüfungsgesellschaft.

The Konrad-Adenauer-Stiftung e. V. publishes its balance sheet, a statement of income and expenses, as well as the complete certificate provided by the auditor in both our annual financial statement and in the Federal Gazette, which is available on the Internet ([www.ebundesanzeiger.de](http://www.ebundesanzeiger.de)).

# Income Statement/ Expenditure Account

Annual Accounts as of 31 December 2017

Grants and subsidies	31 December 2017	31 December 2016
	€	Thousand €
Federal government grants	164,916,988.02	159,148
State and municipal grants	3,004,599.25	2,780
Other grants	4,552,791.66	4,533
	<b>172,474,378.93</b>	<b>166,461</b>
<b>Income from funds</b>	<b>268,792.35</b>	<b>274</b>
<b>Donations</b>	<b>768,142.46</b>	<b>982</b>
<b>Membership fees</b>	<b>1,902,979.04</b>	<b>2,004</b>
<b>Other income</b>	<b>1,468,378.60</b>	<b>1,384</b>
<b>Project expenses</b>		
International cooperation	93,386,312.24	88,685
Student and graduate scholarships	24,588,719.04	23,550
Congresses, meetings, and seminars	5,998,639.05	6,235
Exhibitions and publications	1,215,348.65	1,423
Research expenses	586,973.88	344
Other project expenses	820,357.90	1,260
	<b>126,596,350.76</b>	<b>121,497</b>
<b>Fund expenses</b>	<b>234,991.11</b>	<b>212</b>
<b>Personnel expenses</b>	<b>35,244,545.27</b>	<b>34,046</b>
<b>Administrative expenses</b>	<b>12,513,912.25</b>	<b>11,957</b>
<b>Expenses for investment and other financing</b>	<b>792,769.50</b>	<b>1,752</b>
<b>Grants to other foundations</b>	<b>963,000.00</b>	<b>963</b>
<b>Other expenses</b>	<b>252,182.65</b>	<b>241</b>
<b>Depreciation on property, plant and equipment</b>	<b>13,209.00</b>	<b>14</b>
<b>Expense/revenue surplus</b>	<b>271,710.84</b>	<b>425</b>
<b>Withdrawals from reserves</b>	<b>525,866.98</b>	<b>490</b>
<b>Allocations to reserves</b>	<b>776,744.77</b>	<b>896</b>
<b>Net income</b>	<b>20,833.05</b>	<b>19</b>

On 17 February 1993, the commission of independent experts appointed by the German Federal President published its recommendations. In accordance with the commissions' findings, we hereby publish the following details for the 2016 fiscal year as a supplement to the preceding annual financial statement.

#### Size of personnel compared to previous year

Status	31 December 2017	31 December 2016
Personnel in Germany	549	547
Personnel abroad	107	100
<b>Total</b>	<b>656</b>	<b>647</b>
Trainees	9	11

The following illustrates the size and nature of the foundation's management, which consists of members of the German Bundestag, state parliaments, as well as federal or state government, party executives at the federal or state level, and the European Parliament.

#### The Board of the Konrad-Adenauer-Stiftung e. V. with a total of 23 members\* (22 members, 1 Honorary Chair):

- 1 Federal Chancellor
- 1 President of the German Bundestag
- 6 Members of the German Bundestag
- 5 Members of the federal party executive
- 13 without any of the above mentioned executive functions

\* Some members perform more than one executive function.

## Overview

### Expected Income and Expenses

<b>Income</b>	<b>2019 (Target)*</b> Thousand €	<b>2018 (Credit)</b> Thousand €
<b>Grants and subsidies</b>		
Federal government	190,654	171,817
State governments	3,111	3,018
Other	5,788	5,290
	<b>199,553</b>	<b>180,125</b>
<b>Funds/Donations</b>	<b>412</b>	<b>300</b>
<b>Registration fees</b>	<b>1,571</b>	<b>1,487</b>
<b>Other revenues</b>	<b>793</b>	<b>1,164</b>
<b>Total income</b>	<b>202,329</b>	<b>183,076</b>
<b>Expenses</b>		
	<b>2019 (Target)*</b> Thousand €	<b>2018 (Credit)</b> Thousand €
<b>Project expenditures</b>		
Student and graduate scholarships	26,074	25,160
Congresses and seminars	6,544	5,519
International cooperation	104,966	94,439
Publications/exhibitions	2,437	1,348
Research expenses	936	471
Support of art and culture	442	351
Other project expenses	920	623
	<b>142,319</b>	<b>127,911</b>
<b>Personnel expenditures (within Germany)</b>	<b>40,025</b>	<b>39,026</b>
<b>Administrative expenditures</b>		
Business needs	3,069	2,773
Building expenditures	4,713	4,708
Other administrative expenditures	3,509	2,512
Sales merchandise	6	1
	<b>11,297</b>	<b>9,994</b>
<b>Other expenditures</b>	<b>5,215</b>	<b>1,825</b>
<b>Expenditures on investments</b>	<b>3,473</b>	<b>4,320</b>
<b>Total expenses</b>	<b>202,329</b>	<b>183,076</b>

\* Budget for 2019. Last amended: 29 October 2018 (target)

# Joint Declaration

## on the State Funding of Political Foundations

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The Konrad-Adenauer-Stiftung, Friedrich-Ebert-Stiftung, Friedrich-Naumann-Stiftung, Hanns-Seidel-Stiftung and the Heinrich-Böll-Stiftung are the political foundations associated with the major German parties: the Christian Democratic Union, the Social Democratic Party, the Free Democratic Party, the Christian Social Union in Bavaria and Alliance 90/The Greens, respectively. Their goal, as set out in their statutes, is to contribute to the future of our society.

They work on projects in civic education that are focused on social policy and democracy and providing information and political consulting at home and abroad. These activities are based on the principles of a liberal and democratic society and adhere to the principles of solidarity, subsidiarity and mutual respect. The foundations particularly focus on:

- › inspiring people to get involved in political issues, and using civic education to promote and expand people's interest in participating in society
- › providing guidelines to take action in politics through the promotion of academic and political research and consulting, as well as enriching dialogue and knowledge transfer between academics, politicians, government representatives and business
- › researching the history and evolution of political parties and political and social movements
- › promoting academic training and continuing education for gifted young people through fellowships and extracurricular programmes

- › promoting culture and the arts through events, scholarships and restoring cultural artefacts;
- › supporting the goal of European unity and contributing to greater understanding among peoples by providing information and encouraging people from different countries to share their experiences
- › providing development aid through programmes and projects and contributing to the establishment of democratic and free structures that adhere to the rule of law and that respect human and civil rights

The political foundations are determined to use their resources as effectively and transparently as possible. Moreover, they are committed to informing the public about their activities and how they spend their finances, thus strengthening public confidence in their work.

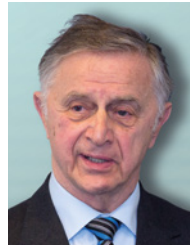
This is also one of the reasons that the political foundations agreed to follow the recommendations drawn up by the commission of independent experts that was appointed by the German Federal President. Moreover, the foundations implement these recommendations even though there is no legislative requirement to do so. This joint declaration lays out their mission in regards to the public financing of their work and their public accountability.

# Board of Directors of the Konrad-Adenauer-Stiftung e. V.

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Former President of the German Bundestag

**Treasurer****Dr. Franz Schoser****Honorary Chairman****Prof. Dr. Bernhard Vogel**

Former Minister President

**Secretary General****Michael Thielen****Deputy Chairpersons****Hermann Gröhe**

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**Hildigund Neubert**

Former State Secretary

**Prof. Dr. Beate Neuss**

Professor emeritus of International Politics at Chemnitz University of Technology



**Board Members****Dieter Althaus**

Former Minister President

**Otto Bernhardt**

Former Parliamentary  
State Secretary, Chairman of the  
Hermann-Ehlers-Stiftung e. V.

**Tanja Gönner**

Spokeswoman of the Management  
Board of Deutsche Gesellschaft für  
Internationale Zusammenarbeit  
(GIZ)

**Michael Grosse-Brömer  
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Member of the German Bundestag,  
Chief Whip of the CDU/CSU  
Parliamentary Group in the  
German Bundestag

**Prof. Dr Hans Walter Hütter**

President of the Stiftung Haus der  
Geschichte der Bundesrepublik  
Deutschland

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Member of the German Bunde-  
stag, Former chairman of the CDU/  
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German Bundestag

**Annegret Kramp-Karrenbauer  
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Chair of the Christian  
Democratic Union of Germany

**Dr Angela Merkel**

Federal Chancellor,  
Member of the German Bundestag

**Hildegard Müller**

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Infrastructure of Innogy SE

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Professor of Contemporary History  
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**Dr Wolfgang Schüssel  
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of the Republic of Austria,  
Chair of the Konrad Adenauer  
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of German Catholics

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Parliamentary State Secretary at  
the Ministry of Defence

**Klaus Welle**

Secretary General of the European  
Parliament

**Prof. Dr Birgitta Wolff**

President of Goethe University,  
Frankfurt am Main

# Members of the Konrad-Adenauer-Stiftung e. V.

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**Dr Patrick Adenauer**

Entrepreneur

**Otto Bernhardt**

Former Parliamentary State Secretary, Chairman of the Hermann-Ehlers-Stiftung e. V.

**Elmar Brok**

Member of the European Parliament, Former Chairman of the European Parliament's Committee on Foreign Affairs

**Emine Demirbüken-Wegner**

Former State Secretary

**Eberhard Diepgen**

Former Mayor of Berlin

**Steffen Flath**

Former State Minister, former Chairman of the CDU Parliamentary Group in the Landtag of the Free State of Saxony

**Michael Gahler**

Member of the European Parliament, Member of the CDU/CSU Parliamentary Group in the European Parliament

**Dr Reinhard Göhner**

Former Parliamentary State Secretary

**Tanja Gönner**

Spokeswoman of the Management Board of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

**Hermann Gröhe**

Member of the German Bundestag, Former Federal Minister, Deputy Chairman of the CDU/CSU Parliamentary Group in the German Bundestag

**Prof. Dr Stefan W. Hell**

Director of the Max Planck Institute for Biophysical Chemistry in Göttingen

**Volker Kauder**

Member of the German Bundestag, Chairman of the Christian Democratic Union/Christian Social Union (CDU/CSU) Parliamentary Group

**Eckart von Klæden**

Former State Minister, Manager for Global External Affairs and Public Policy at Daimler AG

**Freya Klier**

Author and Director

**Julia Klöckner**

Federal Minister for Food and Agriculture

**Prof. Dr Marianne Kneuer**

Professor for Political Science at the University of Hildesheim

**Roland Koch**

Former Minister President

**Brigitta Kögler**

Lawyer

**Annegret Kramp-Karrenbauer**

Former Minister President, Chair of the Christian Democratic Union of Germany

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At a time of great upheavals, in which we encounter constant change and the ongoing process of globalisation, orientation is more important than ever. The major developments occurring in science, technology, the media, and culture call for a far-sighted, trendsetting, and, above all, timely strategy to deal with the new challenges facing politics, to which the Konrad-Adenauer-Stiftung must be ready and willing to respond.

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# The Villa La Collina in Cadenabbia

## A Conference Venue and Holiday Resort Rooted in History

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Discover the benefits of holding a conference at this beautiful resort on Lake Como. Or perhaps you would prefer to enjoy a holiday in what was Konrad Adenauer's holiday residence for many years? Two facilities providing 34 guest rooms await you, as well as conference rooms accommodating up to 60 people; a restaurant, two bocchia courts, a garden swimming pool, and magnificently well-kept grounds stretching to 27,000 square meters.

From 1959 onwards, the first German chancellor regularly spent his holidays at Villa La Collina, which was built in 1899. The property lies on a hill with a spectacular view of Lake Como. In the immediate surroundings, one can marvel at the picturesque village of Bellagio and the mountainous Grisons region. In 1977, the Konrad-Adenauer-Stiftung purchased the residence. Since then, it has combined its obligations to preserve the building's history with providing people the opportunity to continue Adenauer's work and influence in a setting that facilitates inner reflection and intensive discussions like no other. As a European meeting point, an international conference centre for specialist discussion panels, and, not least, a creative workshop for writers and artists, Villa La Collina has long since become indispensable to the Konrad-Adenauer-Stiftung.

Clubs, associations and businesses can also book the Villa and the Accademia for private meetings and conferences. Moreover, Villa La Collina's fantastic atmosphere makes it the ideal place to spend a few days to enjoy a private holiday or to celebrate a festive event.

Villa La Collina offers a unique atmosphere, numerous possibilities to undertake excursions, and the bocchia courts on the grounds of the Villa provide an enticing opportunity to discover Konrad Adenauer's favourite sport. In addition, the garden swimming pool promises visitors a welcome chance to cool off, and the delicious Italian cuisine is sure to bolster your physical and mental well-being.



You can find numerous photos, a short film, and lots of information in English and Italian, on our web site:

[www.villalacollina.com](http://www.villalacollina.com)

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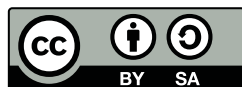
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