

PERSPECTIVES ON THE YEAR **2016**



Konrad
Adenauer
Stiftung

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Former President of the
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Konrad-Adenauer-Stiftung*



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DEAR READER,

2016 could go down in history as a year of political ordeals. Mounting populism (not just in Germany), Brexit and its consequences for the European community of nations, the challenges of flight, migration and integration, as well as the outcome of the US presidential election left one with the sense that the world could completely go off the rails.

Germany is entangled in these far-reaching crises, which have shaken the familiar political, economic and cultural order in Europe and the world to its core. Parts of society look to the future with fear and concern; others in turn exploit these uncertainties and use it to their advantage.

And yet, the conditions for successfully addressing these challenges are quite good. Germany is an economic, social and cultural power at the heart of Europe. The number of people working stands at record levels, the budget is balanced, and investments in education and research are higher than ever. We live in a country with one of the most efficient social welfare systems worldwide. Germany is a successful and powerful democracy, a reliable ally that is committed to European unity and commands respect everywhere.

These latest challenges can also be seen as an opportunity since they raise our awareness of the value of democratic institutions. They demonstrate that politics is always about a responsibility for the greater good. They underscore that this “perceived crisis” can in the end contribute to an open-minded understanding of democracy. They highlight that the allegiance to one’s “Heimat”, to one’s own country, and to European unity belong together. They showcase how a democratic constitution contributes to our identity – one where everyone belongs who recognises its rules and lives its values.

In Germany, we can rely on our democratic institutions, independent courts and free media – that ceased long ago being self-evident in today’s world. Social change and developments cannot be stopped or prevented. As politically aware, engaged citizens, we should take advantage of every opportunity to actively shape and influence future developments and changes.

what
defines us

what
unites us

We have chosen this slogan for our work in the year 2017 deliberately: "With Confidence into the Future". We want to encourage people: encourage their involvement and participation; encourage them to trust in our democratic institutions and their resilience; encourage them to invest in the social and economic potential of our country.

Year in and year out, we organise numerous activities with the aim of particularly encouraging young people to discover and utilise their potential. We debate contemporary issues; show a variety of perspectives and solutions; foster participation; and promote an attitude that is based on our Christian democratic understanding.

If you want to find out more about our activities then please take a closer look at our website, www.kas.de – just as six million other visitors do annually.

Our gratitude extends to everyone who helps us shape and guide the future of the Konrad-Adenauer-Stiftung: the committee members for their trust and constructive cooperation, the supporters of the "Freundeskreis" (Friends of the Konrad-Adenauer-Stiftung), our donors, sponsors and partners for their support and especially all the members of our staff at home and abroad for their motivation and commitment.

It is our responsibility to shape the future of our commonwealth.
So let us trust in the future!

Sankt Augustin/Berlin, May 2017

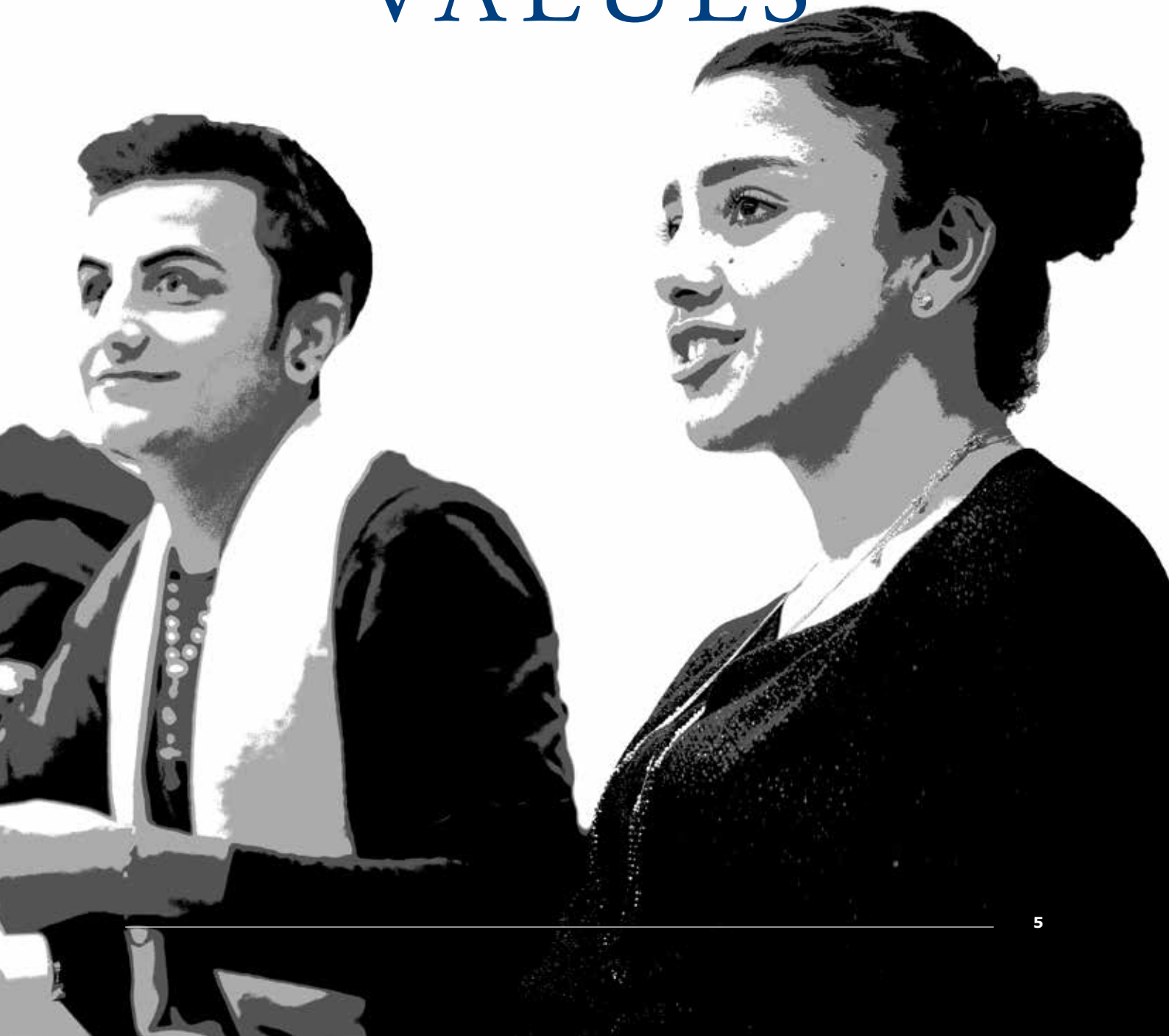


Dr Hans-Gert Pöttering
Chairman



Michael Thielen
Secretary General

LIVING SHARED VALUES



Social cohesion, unifying values, guiding principles, and identity – ongoing topics that our annual slogan again drew attention to.

WHAT DEFINES US – WHAT UNITES US

By Frauke Gottwald

Germany and Europe face enormous challenges: We need a strategy to deal with the influx of migrants and guide the debate over migration and integration. Questions about common identity, a national and European sense of unity and social cohesion are again on the agenda. This is why the Konrad-Adenauer-Stiftung coined “What Defines Us – What Unites Us” as its 2016 slogan.

The foundation looked at the refugee crisis from a number of perspectives, developed short- and long-term explanations and proposals, and took account of views from many regions around the world. Whether it concerns the effects of the refugee crisis in Lebanon, security policy and promotion of democracy in West Africa or cooperation on resource management as a way to keep the peace in the Middle East – our video documentary series

“Lage.Bericht” (Situation Report) used our work abroad as an example that demonstrates the importance of political dialogue. We also heard from a range of people with compelling accounts of everyday life in refugee camps.

Clear Line of Thinking and Honest Debates

One of the foundation's main objectives has been and is to contribute to clear thinking in a debate – whether it is over refugee policy, the right to asylum, immigration, labour migration or freedom of movement in the EU. Another goal is to address xenophobia, extremism and politically motivated violence in a critical manner. A variety of events looked at these aspects, in particular regionally in our civic education forums. In Dresden, the series

“Grenzen im Zeichen der Entgrenzung“ featured renowned speakers from a variety of backgrounds who debated the term “borders” in its many facets. After all on many topics, for example on the goals and limits of integration, opinions differ a great deal. This was reflected in a special edition of the “Politische Meinung” magazine titled “Wir” (Us), which featured essays by Herfried Münkler, Julia Klöckner and Udo di Fabio.

The foundation serves as a space for social, political and intellectual discourse on what makes up our community. Our aspiration is to lead and define the debate on the fundamental ideals of our free society, the terms of our democratic order and the conditions that will make Germany future-proof – and the Christian concept of humanity is our compass. The Bonn lecture on democracy explored Article 2 of the Basic Law; fellows from the Academic Promotion programme researched heterogeneity and identity; a conference on Youth and Politics also focused on our annual slogan.

At the Day of the Konrad-Adenauer-Stiftung 2016, the president of the Central Council of Jews in Germany, Josef Schuster, strongly denounced backward-looking debates. He called instead for a conversation on what should define and unite us in the future – rather than a discussion about the past. This is also in keeping with the questions we tried to answer in 2016: What values unify and bind us? How can they be “translated anew” for the present, and realised in the future?

Clear Principles and Positive Identification

Being self-aware is not enough to react to present-day challenges. We also want to demonstrate the kind of spiritual and cultural home we can offer to refugees. Sharing, as well as a basic level of knowledge of the rules of society, is an important element of identity. What matters is that those who will live here long-term familiarise themselves with our public and social institutions, as well as our rules and traditions, and to ensure that they become active members our democracy. The film series “What Defines Us – What Unites Us” – a simple and clear project that is also available in Arabic – explained the central values of our democracy.

We have to help and encourage immigrants if the process of integration is not to take 20 or 30 years. That was one outcome of a study by the foundation that looked at the views of migrants and foreigners as well as the integration of Muslims. The results make the case for legislation on integration that takes structural integration into account – in the form of language skills as well as social and cultural integration.

“What Defines Us – What Unites Us”: Our annual slogan encourages us to reflect on our identity, never give up our search for the same, and to develop a positive self-image. Guiding principles and a high regard for a culture of solidarity and appreciation are essential resources of an open, bold and innovative society. That is how we can create confidence to look positively towards the future.

We work with actors at a local, national and international level to minimise the causes of flight, guide migration and promote integration.

MIGRATION AND INTEGRATION

By Dr. Christina Krause | Benedict Göbel

Flight, migration, and integration are issues that have been at the forefront of Germans' minds since the summer of 2015. According to a January 2016 poll, addressing flight, migration, and integration will by far be the biggest challenges that lie ahead for Germany. The Konrad-Adenauer-Stiftung, situated at the interface between politics and society, is therefore particularly in demand when it comes to explaining the reasons for flight and displacement, and with the search for solutions to manage the tasks at hand. We organised some 300 events in Germany and abroad in 2016, including discussions, workshops, simulation games, and trainings. But we also provided scholarships, a wide range of information, white papers, and studies. The foundation started the working group on Integration and Migration in September 2016 so as to pool and coordinate its work across departments on these issues.

Global Challenge

On the international stage, our offices abroad took an active role in discussions on politics and reform processes. We must strengthen our efforts towards international cooperation so as to minimise the root causes of flight, guide migration, and enable integration. Our purpose is to analyse situations, provide perspectives and establish a process of constructive dialogue. We draw attention to problems and work on solutions with local, national and international actors. In Lebanon, Jordan and northern Iraq, for instance, we worked on projects on conflict prevention and the rule of law, as well as the establishment and strengthening of capacities to improve the quality of life for refugees in their host countries. The newly-founded regional programme Political Dialogue and Regional Integration in the

Southern Mediterranean and the recently-opened office in New York at the United Nations made valuable contributions in this area.

At the European level, the Konrad-Adenauer-Stiftung commissioned reports and held workshops and dialogue programmes to transmit a variety of views from Greece all the way to Sweden, convey Germany's position, and regain trust and solidarity in Europe. The exchange of views was particularly pointed with those EU member states that remain under significant pressure from migrants and/or oppose the distribution of those seeking protection.

Cooperation at All Levels

The foundation's 18 civic education forums and regional offices in Germany kept the public informed on problems, solutions and initiatives regarding migrants and integration. They helped promote dialogue with citizens and worked on the development of best practices in the treatment of refugees. The magazine of the Young Journalists' Programme JONA, "Neuland" (Uncharted Territory), asked how our country had changed because of the many new arrivals. In Berlin, the Academy held a series of cultural events called "Kulturgeschichten," which helped raise awareness of the plight of people with an immigrant background. The Academic Promotion department also focused on the issue, with our fellows and young alumni taking part in the academic mentoring programme "Senkrechtstarter" (High Achievers), in which they accompany gifted young immigrants as they prepare to attend university. Refugees could apply for university scholarships for the first time in 2016. Nine were accepted in total.

The foundation also carried out the required work on the ground in order to provide advice to decision-makers. The study "Was uns prägt – was uns eint" (What Defines Us – What Unites Us) addressed opportunities and challenges for the co-existence of people from an immigrant background and foreigners living in Germany. The series "Perspektiven der Integrationspolitik" (Perspectives of Integration Policy) spotlighted integration practices in other European countries, while topics relevant to religiously policy and integration were taken up by the "Monitor Religion und Politik" (Religion and Politics Monitor). The short film series "What Defines Us – What Unites Us" addressed the central values of our democracy in a lively fashion, and was produced in several languages.

Fundamental Issues for the Future

It became increasingly clear over the course of 2016 that integration and migration cannot be seen independently of more basic issues. At the centre stands dealing with one's own sense of national self-image, culture and the values that form the basis of our free and democratic order. These questions are becoming ever more important in a society that is religiously and ethnically more diverse. The question of what defines us and what unites us will remain a major challenge in Germany. But we have also achieved a substantial amount in recent years, and that fills us with confidence for the future.

Eurosceptics often focus their discourse on cultural pessimism and delight in failure – we counter with a positive image of Europe that is characterised by Christian democracy.

THE FUTURE OF EUROPE – EUROPE, OUR FUTURE

By Olaf Wientzek | Dr. Lars Hänsel

Europe experienced some of its most trying times in 2016. In a referendum, a narrow majority of Britons voted in favour of the United Kingdom leaving the European Union. That means that come 2019, a member state will for the first time exit the EU. Other crises and their aftershocks, which the EU had already faced in the past, remained virulent. The refugee crisis reached its momentary high point early in the year, while the countries neighbouring the EU were volatile, in part because Russia was so actively involved. Greece has yet to overcome its crisis. In addition, a number of EU governments acted in questionable ways in regards to the rule of law. Beyond these crises, the EU was in 2016 confronted by a narrative propagated by both right-wing and left-wing populists that undermined the fundamental values of the EU. Theirs was a narrative that supports protectionism and isolation, along with

a nationalist, anti-European worldview combined with admiration for autocratic systems of government.

But despite the year's many crises, the EU was able to prove that it can act in ways that gives us hope. The eurozone has returned to a solid economic growth rate, while the first substantial steps were taken towards a common migration and refugee policy. After the vote in favour of Brexit, the remaining 27 EU members moved closer to each other and began a process of reflection on the future of the European Union. Since the referendum, would-be support for leaving the EU has dropped significantly in a number of countries. The majority of European citizens are dissatisfied with the performance of the EU, but they are not opposed to European integration in and of itself.

More than seventy years of peace and prosperity in the EU contrasts dramatically with the situation among its neighbours to the east and south. That underscores the need for tireless engagement on behalf of European integration, which is why the European notion remains a core mission of the Konrad-Adenauer-Stiftung in its work as a European foundation. It focused its European projects in 2016 on teaching and promoting current EU policy, improving mutual understanding between the various member states, as well as shaping the debate on the future of Europe from a Christian democratic perspective.

Cultural pessimism and a longing for failure often dominate the tenor in eurosceptic circles. We contrast that with a positive, Christian democratic view of Europe, one based on stability, solidarity, subsidiarity, and a common base of European values. Our chairman, Hans-Gert Pöttering, joined a host of prominent Europeans in publishing appeals in newspapers in more than 20 EU countries that called for a clear pro-European pledge and for more cooperation, in particular on domestic and foreign security. The foundation also published a number of documents on EU measures that for example address the migrant crisis, thus contributing to a clearer picture on the achievements of the EU.

The European integration project can only succeed if it is grounded in strong bilateral relations and mutual understanding. The migrant and debt crisis put severe strains on relations between the North, South, East, and West. Here our offices throughout the EU play an important mediation role. With the help of lectures, seminars, dialogue and information programmes with politicians as well as with representatives of the business community, academia, churches,

young leaders and civil society they contribute across Europe to a better understanding of Germany's positions on European policy. At the same time, the foundation used those programmes and its comprehensive reporting from around Europe to gain better insights into the views of other EU member states. A number of bilateral discussion formats on European policy questions were opened to participants from other EU countries to contribute to the integration of the EU on a pan-regional basis and to increase mutual understanding. The foundation developed its "Twelve Cities – Twelve Stars" programme to create a series of transnational public events that addressed a variety of European policy areas.

We were also active participants in the debate on what lies ahead for the EU. On the one hand we worked on a newly-founded "reflection group" on the future of Europe; on the other hand we published specific recommendations on migration and security policy as well as the EU's future trade, economic and development policy in regards to its neighbours to the south.

If the EU is to remain a permanent community of peace and prosperity, we will need a stable democratic, economic and political neighbourhood. To that end, dialogue programmes, consulting and seminars that the foundation organised in its offices in the western Balkans as well as in countries to the east of the EU have helped strengthen the process of democratisation and Europeanisation.

The challenges faced by democracy can serve as an opportunity because they raise awareness of the value of democratic institutions.

LIBERAL SOCIETY AND POWERFUL DEMOCRACY

By Franziska Fislage | Tobias Montag

2016 was the year that proved just how fragile democracies are. They are being challenged from within and without. In Europe and the United States populist movements have caused a stir because of their claim that individual interests represent the “will of the people” – and they are taking an increasingly offensive approach. They view parliaments as the playground of a political class that appears out of touch and the battle for majority decisions over common goods as unreasonable. In Germany, populists have stepped up their demand for more direct democracy and transparency – as long as it does not impact their own interests. In Great Britain, Brexit backers strongly criticised Lower and Upper House lawmakers dared to claim parliamentary sovereignty on the question of the country leaving the European Union. The judges, who in the end had to issue a ruling on the matter, did not fare any better.

In the US – the bulwark of Western democracy – a debate over “alternative facts” rules day-to-day politics.

We are concerned over the seemingly unstoppable advance of authoritarianism in countries such as Russia or Turkey. Foreign governments use disinformation campaigns and social bots to try to influence election campaigns and to shape the domestic policy agenda of other countries. Societies cannot just be directed with the push of a button, even if the “social technology” in use is extremely sophisticated. But worry is mounting over the distrust that could slowly undermine democratic institutions. One cannot avoid the issue. How well is a parliament or a government faring if a clear and present danger exists of authoritarian powers manipulating elections? What if “robots” are helping to shape opin-

ions? Or what if the pillars of representative democracy are teetering? If the legitimacy of democratic institutions is being tested then the enemies of democracy long ago achieved their goal.

Defending Our Values

We must prevent that, but the question is how. In Germany, some have tended to react rather slowly to the challenges to democracy. Apparently they have lost touch with our basic values, and forgotten how to defend them. Who is still courageous enough to rebuff attacks by direct democracy supporters on parliamentarism? Such a move can quickly lead to the accusation of undemocratic behaviour. As if referendums and plebiscites that supposedly are about direct democracy – but are mostly dominated by small and well-organised minority groups who are mostly interest-driven – are somehow more democratic. Why do legislators have to put up with the charge that they did not back government policy out of their own free will but because they were put under pressure? The Konrad-Adenauer-Stiftung has reviewed such conspiracy theories, and too often they are linked more to a general unwillingness to support a majority decision. But that is exactly what democracy is about! It means that at the end of a deliberate process of reflection a decision is taken. And it is a decision the minority can also accept because our rule of law system has reliably defended their fundamental rights for decades, providing them with the opportunity to try to gain a majority for their position. If a member of a minority revolts against the social consensus, dismissing it as “political correctness” and “contrary to the will of the people,” then they are just trying to conceal an anti-democratic attitude. That only falls on fertile

ground because, for too long, we have neglected to sufficiently push back against the artificially established contrast between politicians and citizens.

But challenges to democracy can also be an opportunity because they raise our awareness of the value of democratic institutions. The adversaries of such institutions help us realise that politics is almost always about responsibility for the common good. They make clear that individual well-being and a working commonwealth are connected. In the end it could be that this discussion surprisingly leads to a modern and open-minded understanding of democracy, an understanding in which patriotism and the republic belong together. Where the democratic nature of our institutions contributes to a political identity. An identity on which citizens can base a commonwealth where everyone who abides, accepts its rules, and lives by its values, belongs.

Our brochure “The Better Democracy – Principles for a Representative Order” aims to encourage people to take a stand at a time when democracy is in doubt. The people have the future of our common good in their hands. That is what makes up a powerful democracy.

Western democracies are under pressure – from both outside and within. We must reveal the short-sightedness and danger of anti-liberal alternatives.

THE FUTURE OF THE WEST

By Dr. Patrick Keller | Nico Lange

The liberal Western democracies – which are characterised by enlightenment, the rule of law, the separation of powers, democracy and market economy – are under pressure both from outside and from within. Anti-liberal actors such as Russia, China or Iran, are trying to expand their spheres of influence. That helps them undermine the rules-based, liberal international order, which is of existential importance for democratic trading nations such as Germany.

These actors have succeeded because the United States has been showing signs of weakness. No other Western nation has the power and political unity to assume the US role as guarantor of the liberal international order. But under President Barack Obama, the US largely abandoned this approach. Whether it is the withdrawal from Iraq and Afghanistan, restraint in Ukraine, ineffective threats in Syria,

massive cuts to its defence budget, or an announced pivot towards Asia and the Pacific without any military backing – no matter how justified these and other decisions may have been, they created the space that is now being filled by anti-Western powers.

Against this backdrop, the Konrad-Adenauer-Stiftung in the United States and the Carnegie Endowment for International Peace cooperated on the Task Force on US Policy towards Russia, Ukraine, and Eurasia in 2016. Talks and conferences addressed the question of how to ensure a regional order in an area that is so crucial for the EU. Another agenda item was transatlantic understanding on the Near and the Middle East. “The Future of Iraq” project brought together political, diplomatic and military experts to meet with analysts from the Middle East, US universities and think tanks.

But external forces are not the only ones who are putting the liberal West under pressure. Populists, with their simplistic approaches, destructive campaigns and unrealistic promises, are undermining social cohesion and the very identity of our open societies. Of particular concern are the many ties between these internal and external enemies of the liberal order, be it Russia's financial support for the Front National in France, or the spreading of foreign propaganda via (online) media.

The intensifying debate over religion and politics has also brought with it an increased focus on the fundamental right to freedom of religion. A conference in New York titled "Multinational Efforts to Promote Freedom of Religion or Belief" saw some 100 parliamentarians from 45 countries and about 150 high-ranking religious officials, diplomatic observers and representatives of NGOs meet for an event that occurred alongside the UN General Assembly.

One of the West's main problems is that it has played into its enemies' hands. It has overstretched its own power while its moral authority has simultaneously weakened. The illegal second Iraq war, the overly broad interpretation of laws in the treatment of terrorist suspects after September 11, the destructive effects of capitalism during the financial, economic and debt crisis – such developments make it easy for anti-liberal actors to portray the West as duplicitous, misguided and obsolete. But the West is in substance phenomenally powerful. If one takes economic output, innovation, demographic trends, energy independence and military prowess into account, the US still has no reason to fear any other power. The situation is less rosy for Europe, but a politically unified European Union would be a guarantor of prosperity and stability.

The foundation organised a number of dialogue programmes in the US on innovation, economy, and trade in 2016. Meetings with business leaders from the US helped promote dialogue on trade policy and innovation that takes a coordinated transatlantic approach. The foundation also took a close look at companies in Silicon Valley, and explored their influence on our values and impact on the development of our modern global order.

As the term "the post-factual era" shows, the conflicts at this moment are unrelated to traditional ways of measuring power. Western societies are caught up in a crisis of their (political) culture and of self-confidence, and not first and foremost one of economic or military security. The main mission for Western elites lies therefore in winning back public trust in their ability to lead and their legitimacy. They will not succeed with this goal without a positive agenda for more subsidiarity and a stronger involvement by socially engaged citizens. That includes disclosing how short-sighted and dangerous these anti-liberal alternatives are. Their goal is not a global order but one made up of geographic spheres of influence where might makes right, within countries and between them. This obviously cannot lie in Germany's interest, and it contradicts every one of the Federal Republic's political traditions.

In a world caught between an old and a new economy, our future prosperity depends on how we can create the conditions for both to exist alongside each other.

DIGITISATION AND THE PROSPERITY OF TOMORROW

By Matthias Schäfer | Dr. Pencho Kuzev

The economy is no longer in a state of crisis. The German economy remains robust, and there are signs of recovery – even in those EU countries that were hit the hardest. But this calmer period may well not last. New geopolitical developments, be they more protectionism, authoritarianism or populism are casting doubt on the political order and the outlook for economic prosperity. This means the economic order of the social market – with its blend of democracy, market economy, and a social welfare state – faces new challenges. An economic system that is on solid ground and that provides convincing answers has a future because it can deliver better long-term market performance which the public recognises.

One such response leverages the increasing digitisation of society. Issues that need to be addressed

deal with the dynamism of start-ups and entrepreneurship, the capacity for innovation, and our digital infrastructure. The added value of digitisation is a great opportunity – especially because everyone can equally benefit from it. But digitisation also calls established business models and supply chains into question. Strategies on how to concretely shape these ideas come from thinking through the link between digitisation and prosperity, specifically from the perspective of our work and in the strengthening of a start-up culture and entrepreneurship. We have placed particular emphasis on the topics of start-up culture, labour market policy, and internet and data policy.

The Labour Market in a Digitised World

Much of day-to-day life has been digitised as data becomes the resource of the future, and its importance for society as a whole is increasingly recognised. Digital innovation is driving a paradigm shift where flexibility, quick adaptability, and higher efficiency become ever more important. These developments are affecting our labour market and social systems, where different employment opportunities are complementing the traditional relationship between employees and employers (those with quasi permanent jobs). Work in both start-ups and established companies has become more varied, with ever more flexibility on where and when you work. Job descriptions are also changing in a number of fields, which in turn means a shift in the kinds of employee skills needed.

The “Mittelstand” (medium-sized enterprises) is responsible for more than half of Germany’s economic output, and digitisation is providing entrepreneurs new inspiration. On the one hand one can witness the dynamism of innovative start-ups – with their rapid growth rates – and on the other hand these companies could potentially be sold in just a few years. As the cultures of an old and new economy collide, this will also bring about change to economic policy. Future prosperity will also depend on whether adaptable conditions can promote a coexistence and synergy between both worlds, and facilitate the founding of new companies and the development of entrepreneurial ideas.

The Konrad-Adenauer-Stiftung focused specifically on a number of these issues in 2016. A study reviewed how digitisation impacts public policy, in order to determine how it fits into the existing legal

framework. A number of publications and events – as well as the “Entrepreneurship Initiative” – set out opportunities for start-up friendly policies. The foundation’s alumni start-up network helped spur exchange between policy-makers and start-up founders.

Data Infrastructure for Prosperity Tomorrow

We also focused on open data and how start-ups can benefit from its economic potential. We provided consulting services to promote the notion of open data and open government that is of fundamental importance in both politics and business. We presented specific concepts for an efficient administration, and underscored the advantages of an open approach to government. Once the economic potential of open data had been explored, the foundation quickly made targeted legislative proposals on achieving this potential.

Our network infrastructure has limited capacity that mandates huge investments, and this stance shaped our participation in the debate on net neutrality. Maintaining an open internet is just as important as securing Europe’s potential to innovate in developing a digital infrastructure. We participated in an EU consultation for the first time, in which we backed market results that are faithful to our notion of a social market economy. That means we must harness both already available and new network resources in an effective and optimal manner in the context of a clearly defined system.

The differentiation between urban winners of modernisation and rural losers of modernisation falls short. It is worth it to look at the concrete situation.

URBAN AND RURAL LIFE

By Stephan Raabe | Philipp Lerch

Urban versus rural life is a topic that has taken over the covers of major magazines for a while now. One reason is the widespread concern that Germany could drift apart, with booming cities bursting at the seams on the one hand, and on the other side, some rural areas wasting away and being left behind by urban developments. In parts of eastern Germany some even express their frustration that a few depopulated areas could soon be “left to the wolves.”

This development, which is linked to population trends as well as migration (immigration, rural flight or urbanisation), creates long-term structural and integration problems that need special political attention. Efforts to create equal living conditions throughout Germany are under severe duress. Aside from such classic problems like rich

and poor, young and old, or East and West, the goal is to prevent further social tension like urban versus rural life. We need to develop productive responses to current crisis situations so that specific parts of the population do not feel left behind, disengage politically, or get involved with marginalised groups.

The Interdependent City and Countryside

The Konrad-Adenauer-Stiftung drew up an action plan in 2015/2016 that focuses on the many aspects of urban and rural life. It turns out that the city and the countryside are not polar opposites but rather evolving entities connected to each other in a variety of interdependent ways. This ranges from the sparsely populated periphery to dense metropolises and urban regions with extensive rural catchment areas.

The concrete situation can vary enormously in each case, and so that necessitates a varied political approach.

Some of the questions that need asking are: How do the different areas develop in terms of cities and rural areas? What role do infrastructure and population, transportation, the quality of political decision-making and administration, job opportunities, security, civic engagement, and local identity play? What would the concepts for effective and financially viable public services look like? Can specific demographic and migration strategies provide solutions? What kinds of challenges are faced by parties and local self-government on site?

Loving the City, but Not the Countryside?

To simply contrast city life with rural life is insufficient; so do blanket statements that classify city dwellers as the winners of modernisation and rural residents as the losers. Taking a closer look reveals differences between a variety of rural areas, between this and that city, and nuanced transition areas between city and countryside. One can find cities that are wasting away as can one discover prosperous rural areas.

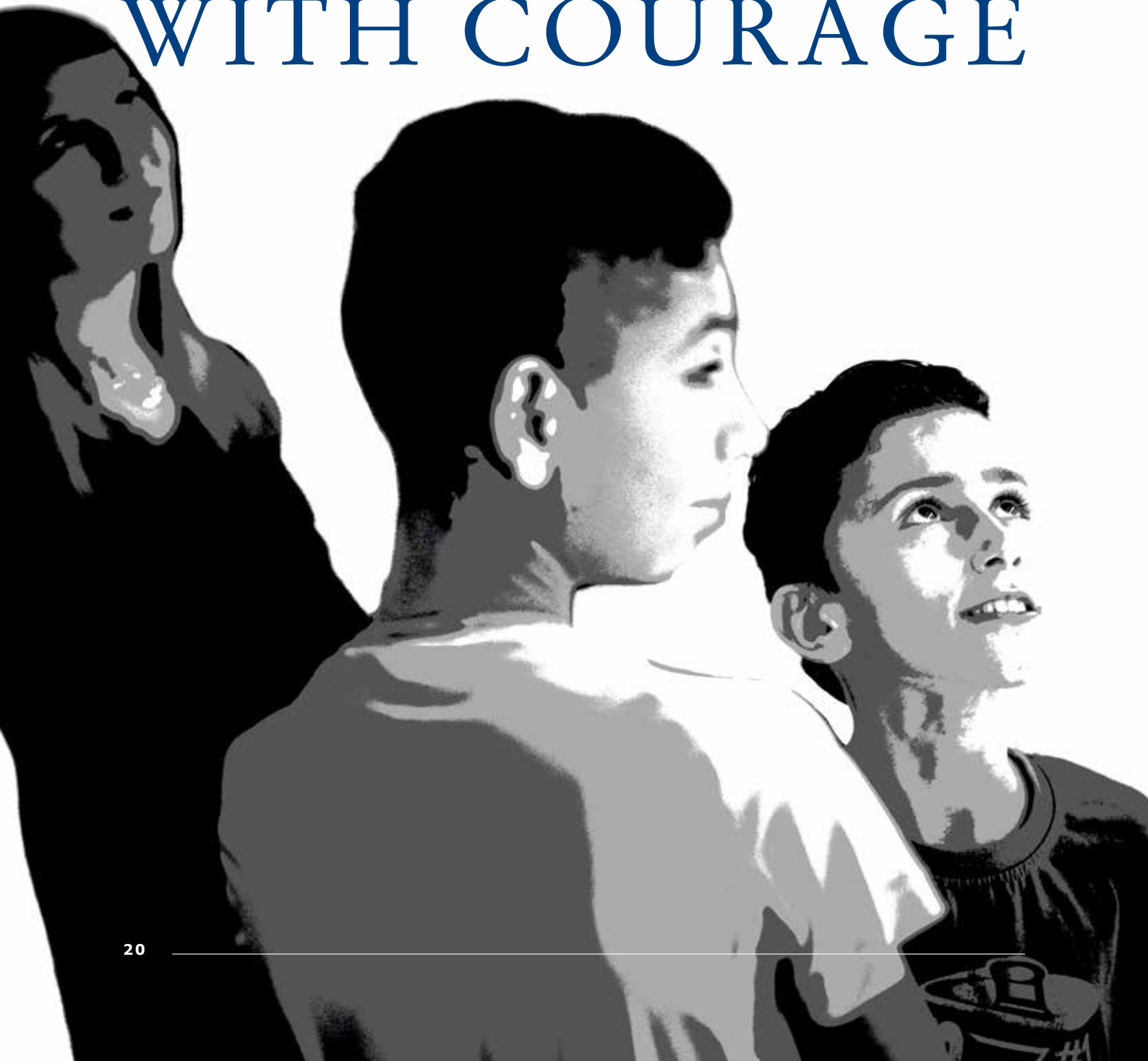
It pays to closely look at each case to determine the expediency of centralisation. This is an approach that frequently occurs in rural areas in regards to local government or administrative reforms. Can the potential for cost efficiency actually make up for longer travel times, more difficult local engagement and structural losses? Would it not be possible for well thought-out regionalisation measures, the application of subsidiarity principles to

delegate responsibilities, the strengthening of communal and regional administration as well as a function-driven cooperation to be sensible alternatives for the countryside in regions with scarce infrastructure? Most importantly, digitisation plays an important role in developing solutions for remote areas because of its ability to connect, integrate and help overcome distance. Another question that needs to be asked is whether linking financial support for municipalities to the number of inhabitants (a per capita subsidy) still allows for the maintenance of public services in rural areas.

Our Civic Education Forums and our Municipal Academy organised many projects across Germany. These ranged from gatherings of experts, forums and workshops on strategies to address the city-country divide to the municipal congress "Heimat bilden" in Erfurt, the series "Future of the City – City of the Future" that took place for example in Hamburg and Berlin, as well as a transformation conference on the future of villages in Lower Saxony. They all had the goal of drawing attention to the topic in cities and in the countryside.

This helped generate pilot initiatives and new ideas, raise fundamental questions and develop concrete strategies. It also supported civic education at the European level with the publication "Europa vor Ort. Kommunen, Bürgerschaft, Förderprojekte" (Europe on Site. Municipalities, Citizenship and Support). The white paper "Stadt und Land – Zeit für neue Ideen" (Rural Areas and Cities – Time for New Ideas) describes the background of the topic as well as current trends.

LOOKING TO THE FUTURE WITH COURAGE



ABOUT US

The [Konrad-Adenauer-Stiftung](#) is a political foundation with activities throughout Germany thanks to 18 civic education forums and regional offices providing civic education. Some 100 offices abroad 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 Federal Republic of Germany's first chancellor since 1964. It grew out of the society for Christian-Democratic Civic Education, founded in 1955.

[Both at home and abroad](#) we use civic education to promote freedom, peace and justice. Our most important goals are strengthening democracy, furthering European unification, improving transatlantic relations and increasing development cooperation. Current and well-researched analyses form the basis of our political activities. The Academy in Berlin is our forum for dialogue on issues shaping our future – from politics and the economy to religion, society and science.

At [conferences and congresses](#) we bring together people who have something to say. In Germany alone, about 145,000 people attend the 2,500

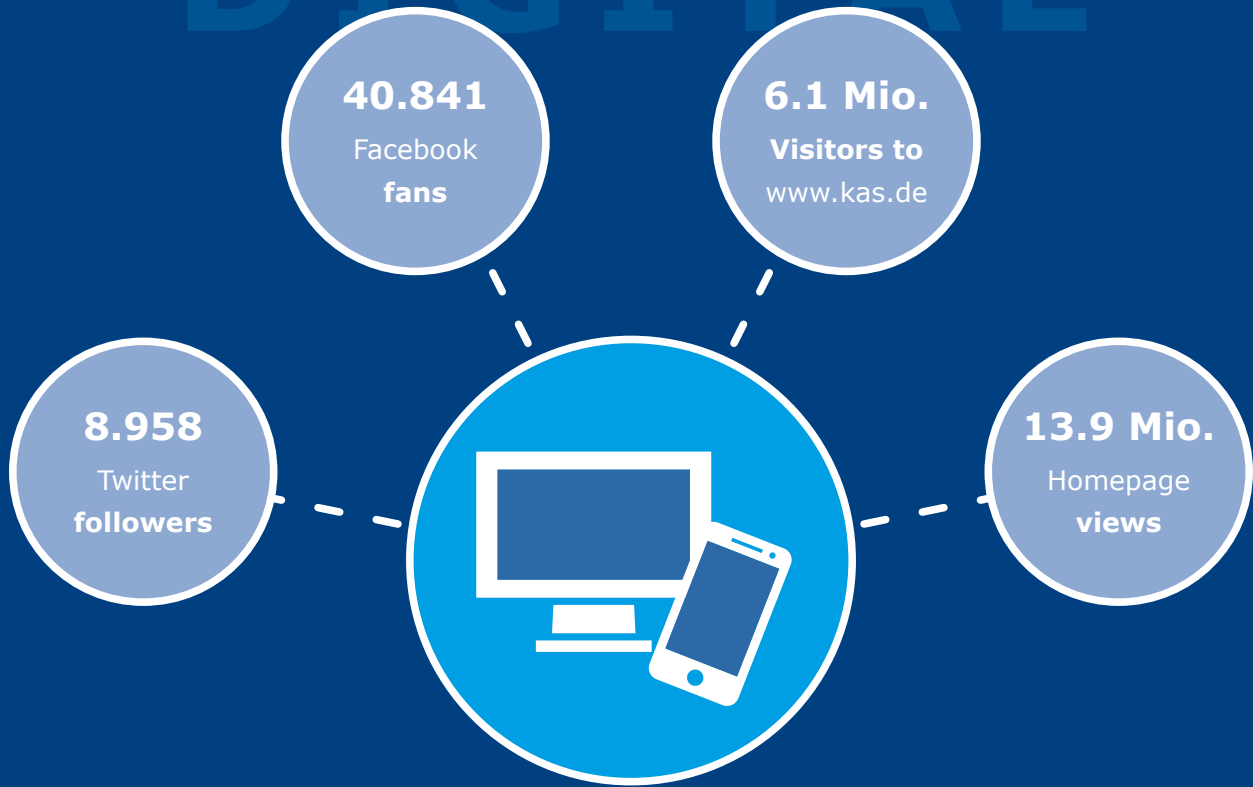
events that are held every year. We provide material and non-material support to gifted young people, not only from Germany but also from central and eastern Europe as well as developing countries.

We also keep in close touch with our alumni, whose number by now has risen to more than 13,500.

[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. Young journalists are promoted in a special programme. The Social Market Economy prize has recognised since 2002 distinguished personalities who have supported and encouraged the development of the Social Market Economy. Since 2001, our DenkT@g competition has given out an biennial prize to websites in which young people 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 comprehensive body of documents, state-of-the-art media and a specialised library with some 200,000 titles focused on history and politics.

DIGITAL



95 Interviews by employees



STAFF



average age



staff abroad

87

local staff abroad

525

trainees abroad

11

average period of employment with the Stiftung



11.36
(in years)

Friends of the Konrad-Adenauer-Stiftung
1.569

Literary Award

Michael Kleeberg received our Literary Award in Weimar in June. The jury hailed his writing for its “elegant as well as powerful portrayal of contemporary society.” Laudatory speaker Jürgen Flimm, the artistic director of the Staatsoper Berlin, called Kleeberg’s novels extraordinary because they address the political and social circumstances in Europe in a serious yet humorous manner. In his acceptance speech, the author spoke about the challenges and opportunities in the world of literature, and warned against the instrumentalisation of the arts.

→ www.kas.de/literaturpreis

Social Market Economy Prize

Brigitte Vöster-Alber was awarded the Social Market Economy Prize in the Paulskirche in Frankfurt in October. The managing director of GEZE in Leonberg was recognised for her company’s entrepreneurial innovativeness and creativity, as well as substantial personal and social responsibility. The fifth-generation family-run business produces state of the art technology for the global market. Professor Dirk Zupancic, an adjunct professor for business strategy, and Nicole Hoffmeister-Kraut, the economic affairs, labour and housing minister for the state of Baden-Württemberg, paid tribute to Ms. Vöster-Alber in their laudatory speeches.

→ www.kas.de/preis-soziale-marktwirtschaft

German Local Journalism Prize

The project “Outpatient Surgery. How Satisfied Patients are in Saxony” won the 2015 prize. For the first time, the jury honoured a joint project by three regional newspapers who beat some 500 competitors. The “Freie Presse/Sächsische Zeitung/Leipziger Volkszeitung” had carried out the most comprehensive survey so far on patient satisfaction with outpatient surgery. To guarantee impartiality and credibility, the papers turned down advertising. The chairman of the foundation, Hans-Gert Pöttering, called the project an “impressive joint effort” at a ceremony in Chemnitz in October 2016

→ www.kas.de/lokaljournalistenpreis

DenkT@g

The president of the German Bundestag and patron of the DenkT@g competition, Professor Norbert Lammert, was in attendance when the Konrad-Adenauer-Stiftung recognised the winners of its ninth annual DenkT@g competition. More than 50 groups from across Germany took part in the competition for young people with creative and multi-media projects on for example the Third Reich or xenophobia; 13 of them were invited to the finals in Berlin. First prize went to Paul Hartmann and Felix Wolf. Their website “Karl’s Eschwege” describes a fictional walk by a Jewish citizen around the town of Eschwege during the 1930’s.

→ www.kas.de/denktag

STRENGTHENING EXPERTISE



EUROPEAN AND INTERNATIONAL COOPERATION

The Department of European and International Cooperation contributes at home and abroad to the worldwide establishment of democratic structures and the rule of law. Our international projects principally focus on the promotion of European unity and reinforcement of transatlantic relations, help strengthen democratic political parties, underscore the principles of the social market economy, the preservation of creation and the promotion of development cooperation. Value-based and systemic conflicts are on the rise globally. They impacted our projects around the world significantly in 2016. Flight and migration, the on-going war in Syria, the dangers of international terrorism, Russia's neo-imperialist policies, the Colombian peace process, the role played by China regionally and internationally, but also the Brexit decision and the US presidential elections – along with other development and security policy issues – all were a significant part of the agenda of the department's offices abroad and in Germany.

www.kas.de/eiz

104

Our **Offices**
worldwide

34

Europe
and North America

13

Middle East
and North Africa

22

Asia and the Pacific

17

Latin America

18

Sub-Saharan
Africa



Events Worldwide

5.087

Participants

478.238

127

Projects Implemented in 127 Countries

149.041

Facebook
fans

16.784

Twitter
followers

POLITICS AND CONSULTING

Central to the Department of Politics and Consulting are its studies, white papers and custom-tailored debates. It provides analysis and background information on the rationalisation of political decision-making processes. Insights from Europe and the rest of the world are also included.

The Politics and Consulting division is also the department that covers the issues making up the foundation's core identity: the social market economy, orientation on the basis of religion and values, and political parties.

The integration and participation of immigrants was an area of focus in 2016, as was a comparative study of European integration policies. Our debate over digitisation addressed the potential of open data and workplace challenges, along with media democracy and how opinions are shaped in the digital sphere. Educational equality and the future of the higher education system were also a major focus. Dealing with populism and strengthening the pillars of our representative system also played an important role.

www.kas.de/pub



Events

25

Meetings of Experts

32



Publication

“The Better Democracy. Principles for a Representative Order”
total print run

27.000

published in
German, English, French, and Spanish



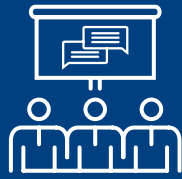
CIVIC EDUCATION

Civic education is the core mission of the Konrad-Adenauer-Stiftung. Its central goal has always been and remains to empower citizens to take an active role in democracy. That especially applies at a time when so many issues both move and challenge people on a regular basis. The teaching of democratic principles is just as essential as are opportunities for sharing views and having open debates.

Effective civic education means the use of a broad spectrum of innovative and discursive formats. Multi-day seminars and workshops are a central part of our programme – they make up more than half of all our events.

The Adenauer Campus, the gateway for civic education online, has allowed us to significantly increase our reach, especially among young people. The number of clicks increased substantially in 2016 due to a variety of new social media projects and online events. The most popular topics were those taking on the social market economy.

www.kas.de/politische-bildung



Events

1.553

Participants

96.139

The Fight against Extremism

18.709
participants

**Commitment for Social
and Local Politics**

10.010
participants

Target Group "Young People"

32.127
participants

13.653
Facebook
fans

**Interest in the Themes of the Adenauer Campus
(in percentage of clicks)**



Social market economy

39.0



Political communication

20.3



Local politics

12.1



Volunteer activities

11.5



Europe

8.9



Flight and integration

8.2

ACADEMIC PROMOTION AND CULTURE

The year 2016 was full of spirited political debate among the fellows of the Konrad-Adenauer-Stiftung. Student groups and seminars from the Academic Promotion department took a closer look at what defines and unites us, in gatherings such as the “Who are We in Europe?” seminar in Estonia, France, Hungary, and Italy; in seminars in Germany that looked into the cohesiveness of our representative democracy and liberal society; in final seminars on the topic of “Leadership and Democracy,” or on the ground where refugee policy was a frequent subject of debate. Young journalists taking part in our seminars published their multimedia projects online at jonamag.de. Of particular note is that our fellows from abroad formed the NIS network.

The Culture department again had a number of high-profile celebrities at the centre of their programme, from the violinist Anne-Sophie Mutter (an homage) and the artist Natalia Stachon (an EHF solo exhibition) to the writer Michael Kleeberg (winner of the foundation’s Literary Award).

www.kas.de/begabtenfoerderung

**Which Continents
Fellows Come from**



KAS Alumni

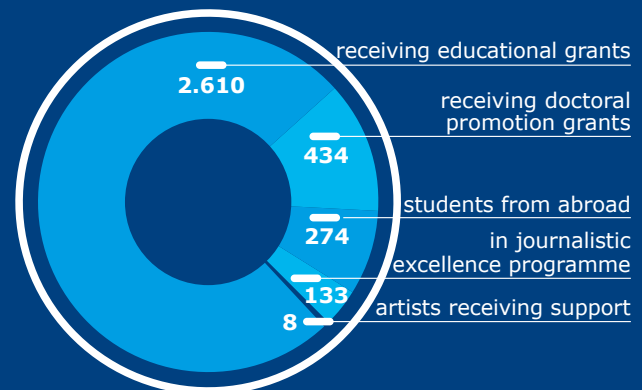
13.535

Total Number of Fellows

3.459

Exam Statistics

of the Deutsche Studienförderung* (in percent)



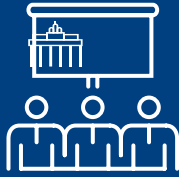
*German higher education promotion

ACADEMY

The Academy is the national forum of the Konrad-Adenauer-Stiftung that promotes dialogue among policy makers, the business community, academics and society as a whole. It organises seminars, conferences, meetings of experts, and exhibitions, takes on questions of contemporary social policy. It also links the debate over the future to an analysis of the past, and promotes the principle of an active civil society. High-profile event series and selected individual functions took place under our slogan “What Defines Us – What Unites Us” which was also used in more creative settings, for example within the Young Academy.

The Academy – which Berlin’s Civic Education Forum is a part of – also focused on topics such as migration and integration, Europe and the future of growing cities. The Forum provides residents of the German capital with a variety of opportunities to inform themselves on issues of the day and to face their responsibilities in society.

www.kas.de/akademie



Events

231

Participants

15.681

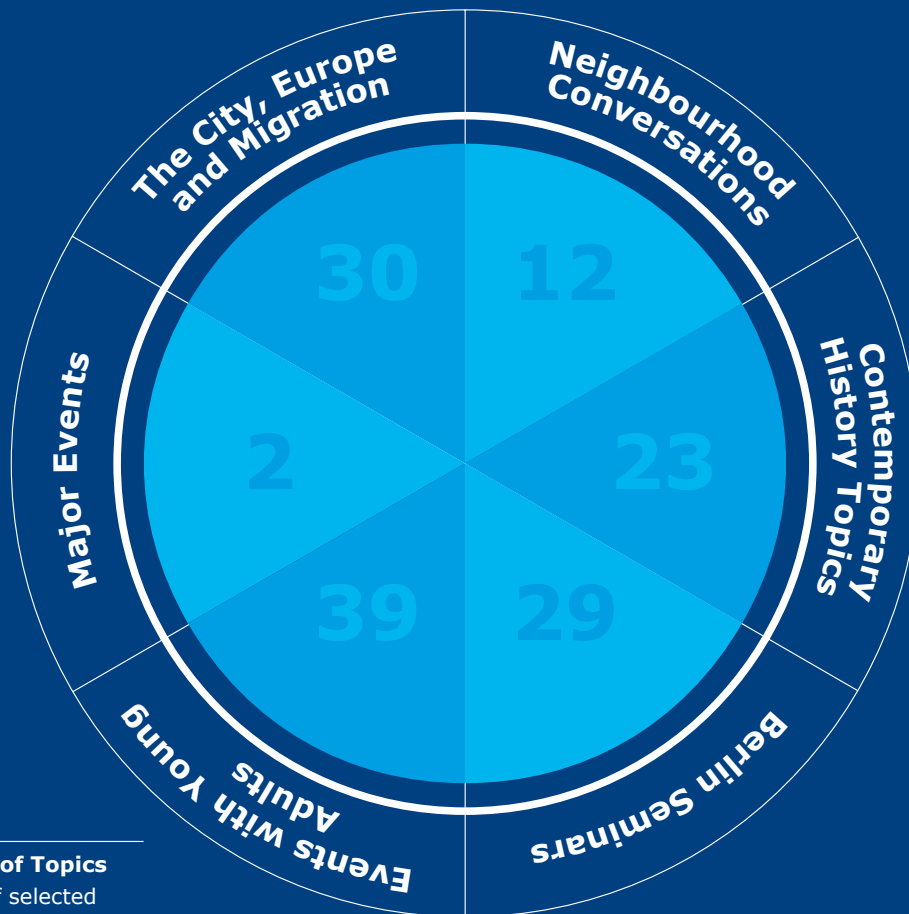


Visitor Groups

51

Participants

2.206



Spectrum of Topics

Number of selected events

REFERENCES AND RESEARCH SERVICES, ARCHIVES OF CHRISTIAN-DEMOCRATIC POLITICS

Collecting archive materials and key documents of Christian democracy, making them available to users, promoting academic research, publishing the results, and maintaining a library with this focus is what makes up the core mission of the Department of References and Research Services, Archives of Christian-Democratic Politics. This allows the Konrad-Adenauer-Stiftung to maintain a unique archive and an academic and documentation centre to research the Christian democratic movement in Germany and Europe. It carries out in-house research and editorial projects on politics and history, coordinates and promotes academic research with university professors and students, organises events and colloquiums on current and contemporary history topics, and makes the results available to the public in publications, exhibitions and online. The archives department, the library and the media archives provide academic and thematic research as a service to individuals from Germany and abroad, as well as to the foundation's own departments.

www.kas.de/acdp



2.900

Archival Documents



9.000

Number of Reproductions Made



300

Linear Metres of Acquired Files

www.konrad-adenauer.de



Visitors per Day

600

Page Views per Day

1.100



3.700

New Media Items in the Library

AKTIVA	31.12.2015 €	31.12.2014 Tsd. €
A. Anlagevermögen		
▪ Immaterielle Vermögensgegenstände, gel. Anzahlungen	254.811,60	203
▪ Sachanlagen	21.573.391,36	28.537
▪ Finanzanlagen	12.332.373,63	12.661
B. Sondervermögen	6.573.542,99	6.621
C. Umlaufvermögen		
▪ Vorräte	44.499,03	36
▪ Andere Gegenstände des Umlaufvermögens	4.383.503,86	4.884
▪ Kassenbestand, Bundesbankguthaben, Guthaben bei Kreditinstituten und Schecks	15.934.799,34	13.397
D. Rechnungsabgrenzungsposten	222.303,03	242
Bilanzsumme	61.319.224,84	66.581

PASSIVA	31.12.2015 €	31.12.2014 Tsd. €
A. Eigene Mittel	5.242.119,41	5.191
B. Rücklagen	1.098.584,57	549
C. Zweckgebundene Fonds	1.908.271,91	1.836
D. Zuschüsse zur Anlagenfinanzierung	33.880.053,17	41.106
E. Andere Verbindlichkeiten	12.161.149,78	10.295
F. Rechnungsabgrenzungsposten	7.029.046,00	7.603
Bilanzsumme	61.319.224,84	66.581

*Dieser Jahresabschluss wurde von der ETL AG Wirtschaftsprüfungsgesellschaft geprüft und bescheinigt.
Die Konrad-Adenauer-Stiftung e.V. veröffentlicht ihre Vermögensrechnung, die Ertrags-/Aufwandsrechnung sowie den vollständigen Text des Bestätigungsvermerks der Wirtschaftsprüfer auch im Geschäftsbericht der Stiftung sowie im elektronischen Bundesanzeiger im Internet (www.ebundesanzeiger.de).*

VOM 1. JANUAR BIS 31. DEZEMBER 2015	2015 €	2014 Tsd. €
Zuwendungen und Zuschüsse		
▪ Zuwendungen des Bundes	147.439.581,07	138.467
▪ Zuwendungen der Länder und Kommunen	2.599.561,79	2.429
▪ Sonstige Zuwendungen	4.930.493,45	3.876
	154.969.636,31	144.772
Erträge aus Fonds	557.272,90	748
Spenden	739.439,48	327
Teilnehmergebühren	1.932.933,16	2.096
Andere Einnahmen	1.974.653,99	1.673
Projektausgaben		
▪ Internationale Zusammenarbeit	81.938.134,07	72.951
▪ Förderung von Studenten und Graduierten	22.836.393,78	22.817
▪ Kongresse, Tagungen und Seminare	6.016.111,90	5.712
▪ Ausstellungen und Publikationen	1.605.642,98	1.126
▪ Forschungsausgaben	285.127,21	531
▪ Sonstige Projektausgaben	1.531.867,94	818
	114.213.277,88	103.955
Ausgaben Fonds	407.102,08	482
Personalausgaben	32.491.171,31	30.177
Sächliche Verwaltungsausgaben	10.739.272,37	9.268
Ausgaben für Investitionen und sonstige Finanzierungen	712.261,60	4.569
Zuwendungen an andere Stiftungen	931.000,00	941
Übrige Ausgaben	97.808,52	1.237
Abschreibungen auf Sachanlagen	13.503,00	30
Ergebnis der Ertrags-/Aufwandsrechnung	568.539,08	-1.041
Entnahmen aus Rücklagen	15.386,46	83
Einstellung in Rücklagen	562.022,63	86
Ergebnis der Vermögensrechnung	21.902,91	-1.045

Im Sinne der Empfehlungen der vom Bundespräsidenten berufenen Kommission unabhängiger Sachverständiger vom 17. Februar 1993 veröffentlichen wir in Ergänzung des vorstehenden Jahresabschlusses noch folgende Daten für das Geschäftsjahr 2015:

Zahl der Personalstellen im Vergleich zum Vorjahr

	Stand 31.12.2015	Stand 31.12.2014
Mitarbeiter Inland	521	489
Mitarbeiter Ausland	101	92
insgesamt	622	581
Auszubildende	16	17

Zahl und Art der Führungsfunktionen, die mit Mitgliedern des Deutschen Bundestages, der Landtage und der Bundes- oder Landesregierung oder der Bundes- oder Landespartei vorstände oder des Europäischen Parlaments besetzt waren:

Vorstand der Konrad-Adenauer-Stiftung Von insgesamt 23 Mitgliedern* (22 Mitglieder, 1 Ehrenvorsitzender) sind:

- 1 Bundeskanzlerin
- 1 Präsident des Deutschen Bundestages
- 8 Mitglieder des Deutschen Bundestages
- 6 Mitglieder des Bundesparteivorstandes
- 15 ohne andere Führungsfunktionen

* Einige Mitglieder nehmen mehrere Führungsfunktionen wahr.

OVERVIEW OF EXPECTED INCOME AND EXPENSES

EINNAHMEN	2017 (Soll)* Tsd. €	2016 (Soll) Tsd. €
Zuwendungen und Zuschüsse		
▪ Bund	166.276	154.299
▪ Länder	2.601	2.603
▪ Sonstige	2.351	4.119
	171.228	161.021
Fonds / Spenden	425	434
Teilnehmergebühren	1.457	1.487
Sonstige Einnahmen	728	690
Einnahmen Gesamt	173.838	163.632

AUSGABEN	2017 (Soll)* Tsd. €	2016 (Soll) Tsd. €
Projektausgaben		
▪ Förderung von Studenten und Graduierten	25.188	23.757
▪ Tagungen und Seminare	5.360	5.504
▪ Internationale Zusammenarbeit	87.491	82.284
▪ Veröffentlichungen / Ausstellungen	1.201	1.508
▪ Forschungsprojekte	189	412
▪ Förderung von Kunst und Kultur	346	401
▪ Sonstige Projektausgaben	720	517
	120.495	114.383
Personalausgaben (Inland)	36.674	33.676
Sächliche Verwaltungsausgaben		
▪ Geschäftsbedarf	2.625	2.655
▪ Gebäudeaufwand	5.036	4.880
▪ Sonstige Verwaltungsausgaben	3.240	3.482
▪ Verkaufswaren	1	1
	10.902	11.018
Übrige Ausgaben	2.655	2.596
Ausgaben für Investitionen	3.112	1.959
Ausgaben Gesamt	173.838	163.632

*) Haushalt 2016, Stand vom 1. August 2016

The Konrad-Adenauer-Stiftung, Friedrich-Ebert-Stiftung, Friedrich-Naumann-Stiftung, Hanns-Seidel-Stiftung and the Heinrich-Böll-Stiftung are the political foundations that are 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 established in their statutes, is to contribute to the future of our commonwealth. They work on civic education projects focused on social policy and democracy, and on providing information and political consulting at home and abroad. These activities are based on the principles of a liberal and democratic order, and adhere to the principles of solidarity, subsidiarity, and mutual tolerance. They in particular focus on:

- inspiring people to get involved in political issues, as well as promoting and expanding their interest in civic engagement through civic education;
- providing guidelines to take action in politics through the promotion of academic and political research and consulting, as well as enriching the dialogue and transfer of knowledge between academics, politicians, and representatives of the government and business;
- researching the history and evolution of political parties as well as of 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 artifacts;
- supporting the goal of European unity and contributing to a greater understanding among peoples through information and international exchanges;
- 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 respect human and civil rights.

It is self-evident that the political foundations utilise their resources in the most effective and transparent manner. The political foundations are committed to informing the public on their activities and the utilisation of their finances, thus strengthening public confidence in their work.

This is also one of the reasons the political foundations have agreed to follow the recommendations of a commission of independent experts appointed by the Federal President without even waiting for potential legislative action. This joint declaration lays out the understanding of their mission, in particular in regards to the public financing of their work and accountability to the public.

www.kas.de/gemeinsame_erklaerung

VORSITZENDER

Dr. Hans-Gert Pöttering

Präsident des Europäischen Parlaments a. D.

EHRENVORSITZENDER

Prof. Dr. Bernhard Vogel

Ministerpräsident a. D.

STELLVERTRETENDE

VORSITZENDE

Prof. Dr. Norbert Lammert MdB

Präsident des Deutschen Bundestages

Prof. Dr. Beate Neuss

*Professorin für Internationale Politik
an der TU Chemnitz*

Hildigund Neubert

Staatssekretärin a. D.

SCHATZMEISTER

Dr. Franz Schoser

GENERALSEKRETÄR

Michael Thielen

VORSTANDSMITGLIEDER

Dieter Althaus (kooptiert)

Ministerpräsident a. D.

Peter Altmaier MdB (kooptiert)

*Chef des Bundeskanzleramtes und
Bundesminister für besondere Aufgaben*

Otto Bernhardt

Vorsitzender der Hermann-Ehlers-Stiftung

Hermann Gröhe MdB

Bundesminister für Gesundheit

**Michael Grosse-Brömer MdB
(kooptiert)**

*Erster Parlamentarischer Geschäftsführer
der CDU/CSU-Fraktion im Deutschen
Bundestag*

Volker Kauder MdB

*Fraktionsvorsitzender der CDU/CSU-
Fraktion im Deutschen Bundestag*

Dr. Helmut Kohl †

Bundeskanzler a. D.

Dr. Hermann Kues

Parlamentarischer Staatssekretär a. D.

Dr. Angela Merkel MdB

*Bundeskanzlerin,
Vorsitzende der CDU Deutschlands*

Hildegard Müller

*Vorstand Netz und Infrastruktur
der innogy SE*

Anton Pfeifer

Staatsminister a. D.

Prof. Dr. Andreas Rödder

*Professor für Neueste Geschichte an der
Johannes Gutenberg-Universität Mainz*

Dr. Jürgen Rüttgers

Ministerpräsident a. D.

Prof. Dr. Hans-Peter Schwarz †

*Ehemaliger Direktor des Seminars für
Politische Wissenschaft der Rheinischen
Friedrich-Wilhelms-Universität Bonn*

Dr. Peter Tauber MdB

Generalsekretär der CDU Deutschlands

Stand: 31. Dezember 2016

Dr. Patrick Adenauer
Unternehmer

Otto Bernhardt
Vorsitzender der
Hermann-Ehlers-Stiftung e.V.

Elmar Brok MdEP
Vorsitzender des Ausschusses für
Auswärtige Angelegenheiten des
Europäischen Parlaments

Emine Demirbükten-Wegner
Staatssekretärin für Gesundheit a. D.

Eberhard Diepgen
Regierender Bürgermeister a. D.

Werner Steffen Flath
Ehemaliger Vorsitzender der CDU-Fraktion
im Sächsischen Landtag

Michael Gahler MdEP
Stellvertretender Vorsitzender der CDU/
CSU-Gruppe im Europäischen Parlament

Dr. Reinhard Göhner
Hauptgeschäftsführer der Bundes-
vereinigung der Deutschen
Arbeitgeberverbände (BDA)

Tanja Gönner
Vorstandssprecherin der Gesellschaft
für Internationale Zusammenarbeit

Hermann Gröhe MdB
Bundesminister für Gesundheit

Prof. Dr. Stefan W. Hell
Direktor am Max-Planck-Institut für
biophysikalische Chemie Göttingen

Volker Kauder MdB
Vorsitzender der CDU/CSU-Fraktion
im Deutschen Bundestag

Eckart von Klaeden
Staatsminister a. D.

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Landes- und Fraktionsvorsitzende
der CDU Rheinland-Pfalz

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Professorin für Politikwissenschaft
an der Universität Hildesheim

Roland Koch
Ministerpräsident a. D.

Brigitta Kögler
Rechtsanwältin

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Bundeskanzler a. D.

Annegret Kramp-Karrenbauer MdL
Ministerpräsidentin des Saarlandes

Dr. Hermann Kues
Parlamentarischer Staatssekretär a. D.

Prof. Dr. Norbert Lammert MdB
Präsident des Deutschen Bundestages

Werner Langen MdEP
Mitglied des Wirtschafts- und Währungs-
ausschusses des Europäischen Parlaments

Armin Laschet MdL
Vorsitzender der CDU Nordrhein-Westfalen

Prof. Dr. Carl Otto Lenz
Generalanwalt a. D. am Gerichtshof der
Europäischen Union

Christine Lieberknecht MdL
Ministerpräsidentin a. D.

David James McAllister MdEP
Ministerpräsident a. D.

Dr. Angela Merkel MdB
Bundeskanzlerin,
Vorsitzende der CDU Deutschlands

Adolf Muschg
Schriftsteller

Hildegard Müller
Vorstand Netz und Infrastruktur
der innogy SE

Hildigund Neubert
Staatssekretärin a. D.

Bernd Neumann
Staatsminister a. D.

Prof. Dr. Beate Neuss
Professorin für Internationale Politik an
der TU Chemnitz

Doris Pack
Ehem. Vorsitzende des Ausschusses für
Kultur, Jugend, Bildung, Medien und Sport
des Europäischen Parlaments

Dr. Wolfgang Peiner
Senator a. D.

Anton Pfeifer
Staatsminister a. D.

Ronald Pofalla
Bundesminister a. D., Generalbevollmäch-
tigter für politische und internationale
Beziehungen, Deutsche Bahn AG

Ruprecht Polenz
Ehemaliger Vorsitzender des Auswärtigen
Ausschusses im Deutschen Bundestag

Dr. Hans-Gert Pöttering
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Stand: 31. Dezember 2016

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Orientierung ist in einer Zeit großer Umbrüche, des steten Wandels und fortschreitender Prozesse der Globalisierung wichtiger denn je. Die Umwälzungen in Wissenschaft, Technik, Medien und Kultur erfordern eine weitsichtige, richtungsweisende, vor allem frühzeitige Auseinandersetzung mit den neuen Herausforderungen für die Politik, denen sich die Konrad-Adenauer-Stiftung stellen will.

Dem Kuratorium gehören Personen aus Politik, Gesellschaft, Wissenschaft und Kultur an. Bei der Zusammensetzung des Gremiums hat die Konrad-Adenauer-Stiftung Wert darauf gelegt, die unterschiedlichen Bereiche der Gesellschaft einzubeziehen. Ziel ist eine noch stärkere Vernetzung von Impulsen und Anregungen aus Wissenschaft und Gesellschaft.

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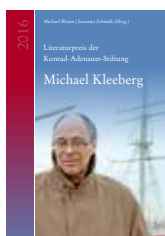
Der Band dokumentiert anlässlich des 70. Jahrestags der Gründung der CDU ein Gespräch mit Zeitzeugen vom Juni 2015. Deren Erinnerungen, angereichert mit Dokumenten, zeichnen ein lebendiges Bild von der Entstehung der Union.



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Das Buch enthält die Laudatio von Jürgen Flimm, Intendant der Deutschen Staatsoper Berlin, die Dankrede des Autors und ein exklusives Interview mit ihm sowie ein Grußwort unseres Vorsitzenden Hans-Gert Pöttering.



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