

Annual Report 2020





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WHO WE ARE

"The best way to prepare for an unknown future is to create it together."

The Collective Leadership Institute (CLI) is an internationally operating non-profit organisation based in Germany (Potsdam) and South Africa (Cape Town). It was founded in 2005 and is an independent initiative supporting stakeholders from the private sector, the public sector, and civil society in creating and implementing collaborative change initiatives for innovative and sustainable solutions to global, local, and societal challenges.

OUR VISION

Our vision is to empower future-oriented people to lead collectively towards a sustainable future.

Sustainability is a truly global issue. How well we meet that challenge – moving towards a more sustainable way of living – affects everybody. We believe in the principles of cooperation and collectively created solutions across sectors, institutions, nations, cultures, and generations.

OUR MISSION

With our **Competence Building**, our **Thought Leadership**, our **Transformation Support**, and our development of **Change Networks**, we build collaboration capacity for realising the SDGs. We empower leaders who anchor their action in concern for the greater good and in the future of humankind on this planet – for responsible business, people-oriented public service, and a strong civil society.

We build a global community for change by activating networks and fostering mutual support among change agents. We empower people globally to use our methodology of dialogic change and Collective Leadership for sustainability.

OUR VALUES

Our work is based on the core capacities for Collective Leadership:

- **FUTURE POSSIBILITIES:** Inspiring others and actively leading toward future possibilities
- **ENGAGEMENT:** Fostering a dialogic way of change and engaging different stakeholders
- **INNOVATION:** Developing our potential to spot innovative solutions to sustainability challenges
- **HUMANITY:** Acknowledging diversity in the world and its peoples, and connecting with our shared humanity
- **COLLECTIVE INTELLIGENCE:** Respecting difference and communicating in a way that furthers thinking together
- **WHOLENESS:** Opening up to see the world as a whole and acting for the common good

1. SUBJECT AND SCOPE OF THE REPORT

This report presents an overview of Collective Leadership Institute's (CLI) activities and financial performance in 2020, as well as the extent to which these have contributed to the Institute's vision and desired impact. This report was completed in November 2021 and follows the Social Reporting Standard (SRS).

The global COVID-19 pandemic confronted our team with many challenges in 2020. And yet we are proud to say that we managed to leverage this crisis by finding creative ways of working together and accelerating CLI's digitalisation process regarding digital collaboration capacity and online facilitation.

CLI's work in 2020 contributed to the four strategic pillars of **Building Competence, Thought Leadership, Transformation Support, and Change Networks**. A short look at each of these pillars and the impact achieved in 2020 shows that all of them have advanced greatly over the course of the year – despite the crisis. This reflects the validity of the focus on the four strategic pillars, and also how thoroughly the strategy has been anchored among all team members.

Regarding our mission of **Building Competence** for Collective Leadership and Dialogic Change, we have reached a total of 4780 people and fully certified 221 Collective Leadership Specialists, who have been capacitated with our methodologies globally, with a record of 645 new alumni in 2020. With the digital peer-learning capacity building program "DIGIPEER" and its innovative 3D Learnspace CLI's online learning

advanced to a new level, bringing new insights about online collaboration – published in [studies and learning books](#). Overall, more and more change agents in institutions, networks and multi-stakeholder initiatives are applying our tested methodologies to bring about transformations to sustainability. This is supported by our **Collective Leadership Hubs Network** which allows us to tailor our approach to local needs.

The pillar of **Thought Leadership** focuses on bringing the conceptual and academic core of our methodologies into the world through publications, events, and inspiring new partnerships and global networks. One of the inspiring events of 2020 was the [keynote speech](#) of our Executive Director Petra Kuenkel at the 10th Anniversary Congreso Futuro. She explained the connection between the Coronavirus crisis, the Climate crisis, and digitalisation and humankind's ability to embrace uncertainty through the support of new perspectives. This was complemented by the groundbreaking guide for SDG practitioners "Leading Transformative Change Collectively" – by our staff members Petra Kuenkel, Elisabeth Kühn, Dominic Stucker, and Douglas F. Williamson – featuring latest practical insights and scientific findings for working with CLI's core models.

In the area of **Transformation Support**, we successfully delivered funded projects, mainly online, through long-term partnerships in Afghanistan, Bangladesh, Belarus, Brazil, Germany, Honduras, India, Indonesia, Jordan, Kenya, Laos, Morocco, Myanmar, Nigeria, Papua New Guinea, Russia, and Tunisia. Hence, we have been contributing to

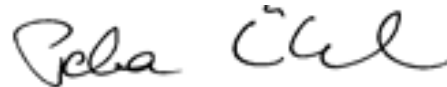
realising multiple SDGs at various scales by building Collective Leadership capacity and transforming stakeholder systems into functional Collaboration Ecosystems that achieve tangible results. Five of these projects will be featured in this report.

The area of **Change Networks** – specifically a movement for learning and action for Collective Leadership for sustainability – was advanced through launching our Online Academy with online versions of both foundation courses “The Art of Stakeholder Collaboration” and “The Art of Leading Collectively” increasing our reach, and contributing to our growing networks of alumni, Specialists, Collective Leadership Hubs, and partners.

The achievements in 2020 would not have been possible without dedicated people within our own organisation and beyond. We are grateful to our supportive staff, partners, associates,

and alumni, individuals on the ground who work with our approach and offer feedback about what works and what needs to be improved. In addition, foundations and international institutions have helped contribute to our vision to bring about change towards a more sustainable world.

We thank all of our staff and partners at the heart of this visionary collaboration. Your support strengthens our determination. Stay open-minded and stay healthy! Enjoy reading the Collective Leadership Institute’s 2020 Annual Report.



Dr. Petra Kuenkel

Co-Founder and Executive Director of the Collective Leadership Institute,
Executive Committee Member of the Club of Rome

– responsible for the contents of this report –

2. THE SUSTAINABILITY CHALLENGE AND CLI'S APPROACH TO ADDRESSING IT

2.1 THE SUSTAINABILITY CHALLENGE

The need for pro-active transformations to social, economic, and environmental sustainability has become clear to many local and international actors. In our highly interconnected times, a world that works for 100% of humanity and the planet can be made possible – in the provision of food security, inclusion of women, democratic governance, alleviation of poverty, energy reform, climate change mitigation, adaptation to demographic changes, and economies operating in service of life and people.

2.2 PREVIOUS APPROACHES TO ADDRESSING THE CHALLENGE

While the world faces more and bigger challenges, there is still a lack of the core competencies for transformations – multi-stakeholder collaboration and Collective Leadership. Previous approaches have concentrated on the individual or on isolated projects, and thus miss the great potential of transformative networks that work with dialogue, cooperation, and thinking together. But increasingly, leaders want to anchor their action in the concern for the greater good. This potential needs to be leveraged, since long term solutions to the current challenges of humankind can only be found collectively.

2.3 CLI'S APPROACH

The Collective Leadership Institute stands for sustainability and **thinking, communicating, and leading**

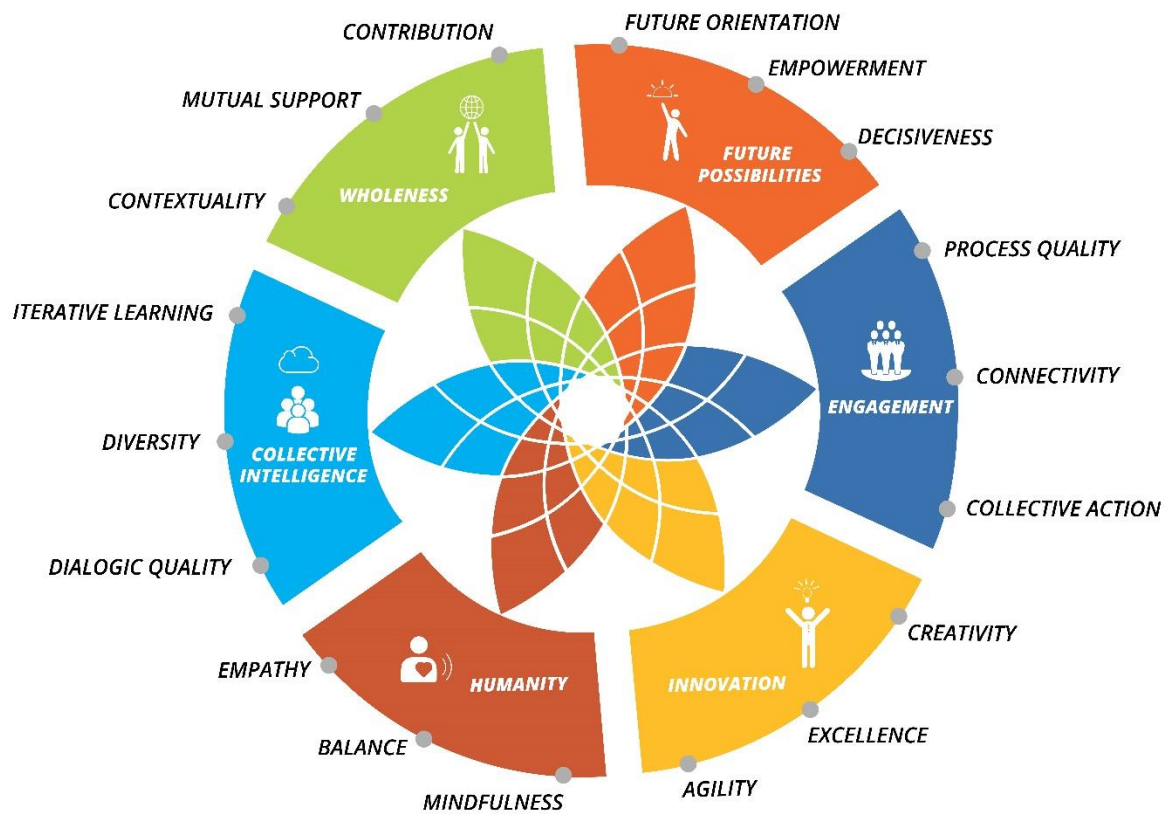
together. Our methodology focuses on the implementation of Collective Leadership, and Stakeholder Dialogues and collaboration between the private sector, public sector, and civil society in order to overcome today's social and global challenges. Our aim is to strengthen cooperation and partnerships for sustainable development on the national and international levels, and, in achieving this, to promote positive societal change. Relying on more than 20 years of experience helping people to collaborate successfully, the Collective Leadership Institute has developed a practice-oriented approach to stewarding change in complex multi-stakeholder settings.

The Collective Leadership Compass (see next page) **empowers leaders to navigate collaboration successfully by attending to a pattern of human competencies** in six dimensions: *Future Possibilities, Engagement, Innovation, Humanity, Collective Intelligence, and Wholeness*. The Compass is a guiding tool that empowers leaders and change agents to navigate complex settings collaboratively around values of sustainability and responsibility. It helps to implement more outcome-oriented and constructive co-creation. The Compass can be used to strengthen our individual leadership skills, to enhance the leadership capacity of a group of actors, and to shift systems of collaborating actors towards better co-creation. The **Dialogic Change Model** helps to create roadmaps for successful transformative change.

2.3.1 THE COLLECTIVE LEADERSHIP COMPASS

Navigating complex change and multi-stakeholder collaboration

COLLECTIVE LEADERSHIP COMPASS

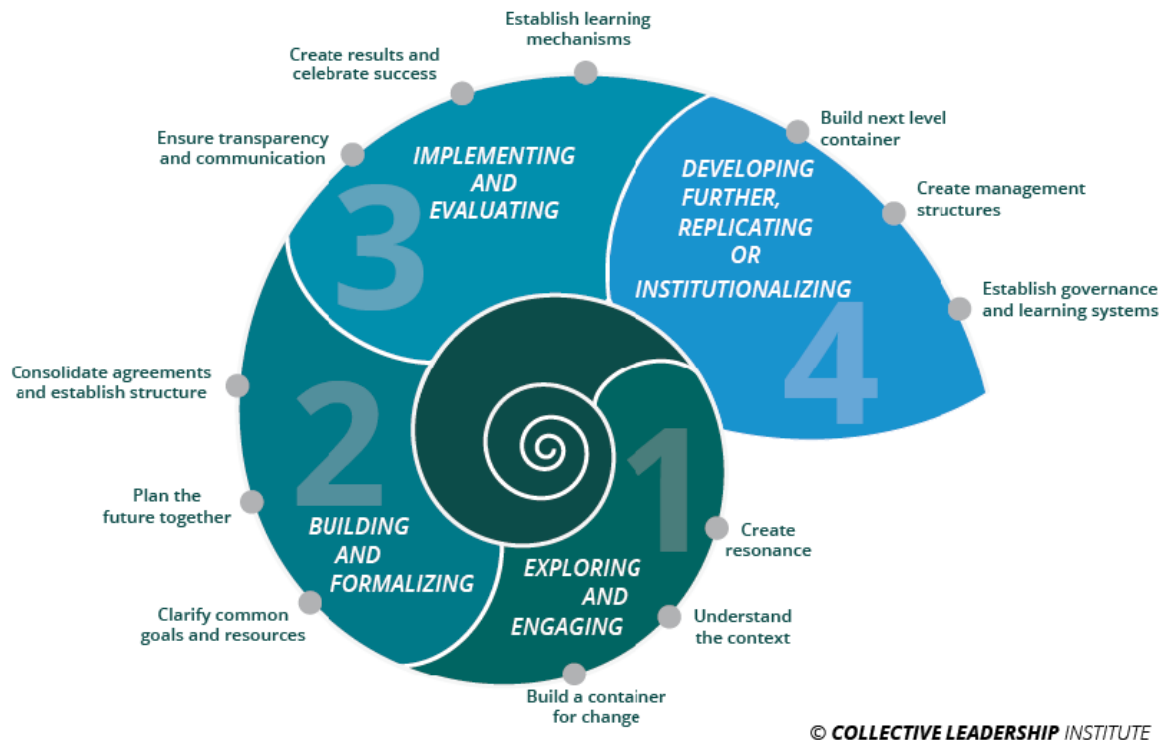


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FUTURE POSSIBILITIES	Inspiring others and actively leading future possibilities
ENGAGEMENT	Fostering a dialogic way of change and engaging different stakeholders
INNOVATION	Developing our potential to spot innovative solutions to sustainability challenges
HUMANITY	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
COLLECTIVE INTELLIGENCE	Respecting difference and communicating in a way that furthers collective intelligence
WHOLENESS	Opening up to see the world as a whole and acting for the common good

2.3.2 THE DIALOGIC CHANGE MODEL

Implementing stakeholder dialogues in a results-oriented way



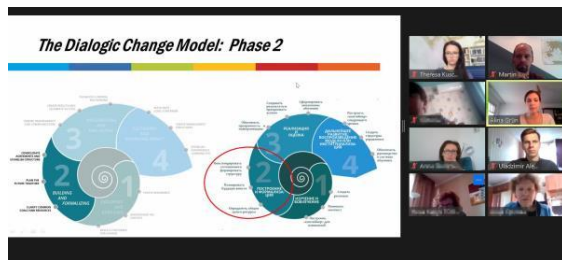
Working towards a more sustainable world requires bringing together different worldviews and balancing conflicts of interest for responsible business, people-oriented public service, and a strong civil society. Solving the complex challenges arising from globally linked problems, conflicts, economic disparities, and the effects of climate change increasingly calls for results-oriented collaboration between the public sector, private sector, and civil society. **Multi-stakeholder collaborations and transformative collective action networks are greatly supported by a methodology for designing and implementing consultation and cooperation** in complex change processes that require different interest groups to be included and integrated.

Well-structured collaboration – designed using the **Collective Leadership Compass** and the **Dialogic Change Model** – creates and cultivates ownership of change towards sustainability. This requires a certain methodological knowledge consisting of process and change management experience, the dialogical approach, and self-reflection methods. Bringing together stakeholders with different backgrounds and various interests requires developing one's affinity for dealing with diversity, as well as one's communication and management skills.

3. SUSTAINABILITY IMPACT IN 2020

In this chapter we present five of our recent **Transformation Support** projects. The full overview of our projects can be found on our [website](#).

3.1 BELARUS & RUSSIA: PLATFORM FOR CIVIL SOCIETY DIALOGUE



Representatives from civil society organisations (CSOs) often face similar challenges in their daily work – lack of communication, insufficient support of local authorities, and difficulties in partnership creation between different stakeholders.

In June 2020, CLI started the project "Platform for Civil Society Dialogue" to empower constructive dialogue and cooperation among CSOs in the field of social inclusion in Belarus and Russia, and to promote the discussion of values. The implementation of the project with 20 CSOs took place in cooperation with experienced practitioners from the NGO Development Centre (CRNO) in St. Petersburg, Russia, and the private social information institution Innovative Technologies Studio (ITS) in Gomel, Belarus. Based on valuable insights from the partners and methodological input from CLI, CLI's course on Stakeholder Collaboration was jointly adapted to the specific needs of the participants. Therefore, all participants were able to apply the learned methodology to their

specific contexts and to develop their project activities further.

Finally, the Platform was launched during an [online conference](#) in December 2020. It was inspiring to see how many lives were touched and living conditions improved by the participants' incredible work during the five-month implementation period in four thematic focus areas:

- 1) Developing local communities
- 2) Improving conditions and rights of women, children, and families in difficult circumstances
- 3) Promoting inclusion and connecting generations
- 4) Strengthening sustainable cities and resilient communities by promoting cultural initiatives

Furthermore, at the Platform launch there were inputs from experts from Belarus, Russia, and Germany on partnerships for sustainable development, welcoming words from the German Ministry of Foreign Affairs that funded the project, and exchanges on the application of CLI's methodologies. The participants formulated agreements on sustaining the dialogue platform in the future for continued exchange and transnational CSO cooperation between Belarus, Russia, and Germany. Overall, the project proved that it is possible to maintain trust, humanity, and space for creativity in a digital space.

#SDGs:



3.2 GERMANY & WORLDWIDE: TWO DIGITALISATION PROJECTS FOR CIVIL SOCIETY



In order to enliven dialogues for successful development cooperation, our **DIGIPEER program for digital peer-learning** helped people from 40 NGOs to practice digital communication and process design. For the first time, CLI used a 3D virtual reality space for trainings, where participants could move and interact as avatars in virtual indoor and outdoor spaces.

During three online-seminars and three WBS 3D-Learnspace, 54 people from around the world joined us to share experiences and address challenges they faced – for improved collaboration, not competition. The tools shared in order to enhance digital dialogues were, among others:

- Digital FeedForward and Future-oriented planning
- Digital Tech Checks and Check-Ins for Bridging the Digital Divide
- Digital Dialogic Practices
- Digital Approaches to Change and the Collaboration Catalyst assessment of collaboration systems

Overall, the workshop series was a successful experiment in a new online format and the participants were able to gain useful knowledge and practice of the Collective Leadership Compass and enjoy the learning in this engaging

and cutting-edge virtual learning environment. CLI supports the statement that [digitalisation](#) *has to be sustainable, fair, relevant to all people, and works for the common good*. Therefore, we encourage you to check our publications, video links, and learning materials that can be downloaded for free on [CLI's website](#).



Another digitalisation innovation in the field occurred within the context of the **Multi-Actor Partnerships (MAP) trainings for German NGOs**. For the first time since 2017, CLI facilitated the MAP training digitally and introduced a new format: the advanced MAP training – focused on creating sustainable multi-actor partnership structures, monitoring collaboration processes, and exploring institutionalisation. The high demand for advanced seminars showed the rising number and importance of MAPs. Participants pointed out the good atmosphere, the seminar's effectiveness, and CO2 reductions.

In total, 55 participants from 28 different civil society organisations were trained, working in various contexts – sustainable tourism supply chains, reduction of plastic waste in the Philippines, protection of mangroves in Haiti and Columbia, and de-risking investments in the Indian solar sector – to name just a few.

#SDGs:



3.3 LAOS: COLLECTIVE LEADERSHIP FOR INCLUSIVE NATIONAL DEVELOPMENT



The CEGGA Program (Citizen Engagement for Good Governance, Accountability, and the Rule of Law) aims to contribute to increased citizen engagement in Laos' national development process through the promotion of good governance, the rule of law, and human rights – designed in very close cooperation with the Lao government.

In order to strengthen collaboration capacity, CLI and GIZ co-organised a workshop in mid-February 2020 in neighbouring Cambodia. Using the Collective Leadership Compass, the 19 participants learned and applied concepts for multi-stakeholder collaboration for inclusive national development.

Through the high-quality dialogue that resulted, participants strengthened trust, developed a shared understanding of their “Collaboration Ecosystem for Inclusive National Development in Laos,” and elaborated on their respective roles. This reinforced the joint commitment and contribution to implementation of the CEGGA Program.

After the 4-day training and an inspiring excursion to the temple of Angkor Wat, the participants, who represented the

Ministry of Home Affairs, the Ministry of Foreign Affairs, the Ministry of Justice, the Ministry Planning and Investment, and the National Assembly, invited the CLI facilitators to Laos to visit their respective institutions to debrief the workshop. During these amiable meetings, there was engaged exchange on concrete next steps and process developments to implement the CEGGA program and move toward inclusive national development of Laos.



This was a specially created five-day workshop that was designed around CLI's Collective Leadership Compass. Agenda 2030 was always in focus and CLI brought its expertise on SDG 17 on Partnership for the Goals to the forefront. Participants focused thematically on additional SDGs, including SDG 1 on No Poverty, 3 on Good Health and Wellbeing, 4 on Quality Education, 5 on Gender Equality, 10 on Reduced Inequalities and 16 on Peace, Justice, and Strong Institutions.

#SDGs:



3.4 TUNISIA: YOUTH NGO EMPOWERMENT FOR GOOD GOVERNANCE



Since February 2017, CLI has collaborated with We love Kairouan (WLK), a youth civil society organisation in Kairouan, Tunisia, to strengthen civil engagement, local good governance, and decentralisation of the democratic process in Kairouan. The main focus in 2020 for WLK and CLI was the up-scaling of the Bab el Medina platform.

The goal is to establish a regional network of youth NGOs across central Tunisia – the [Young Collective Leaders Network for Good Governance](#) with WLK as the backbone. Working with three new youth NGOs – Youth Activists in el Krib, the Association for Natural Resources and Development (ARND) in Regueb, and the Association for Youth and Cultural Development in Hergla (ACDJH) – CLI and WLK trained and coached the project teams.

Two of three tailor-made trainings of the trainers-of-trainer approach took place digitally in 2020. CLI and WLK co-facilitated the first training on setting up new sustainability initiatives and Collective Leadership. 20 participants from the three Tunisian youth NGOs addressed common challenges, such as

support and engagement of local authorities for sustainable initiatives, communication with a diversity of stakeholders, as well as developed an engagement plan. The initiatives developed by the participants were related to sustainable agriculture in the Regueb (ARND), promotion of local culture and urban development in Hergla (ADCJH), and the formation of an eco-tourism village in el Krib (Youth Activists). During the second training, the participants strengthened their own local sustainability initiatives, e.g. by developing process architectures for future workshops and events.

In June 2020, ACDJH organised their first workshop on promoting local cultural heritage in Hergla with 23 participants from local public authorities and civil society including Hergla's mayor, the president of the local municipality, as well as delegations from the Ministry of Culture and the Ministry of Tourism.



In July 2020, 20 participants joined the first workshop organised by Youth Activists in el Krib. Stakeholders from local public authorities and civil society discussed ways to promote ecological tourism. Both workshops were co-facilitated by WLK members.

#SDGs:



A comprehensive overview of our projects can be found on our website: <https://www.collectiveleadership.de/blog/article/projects/>.

3.5 EVALUATION AND QUALITY CONTROL

Transformation support projects:

Different tools and instruments allow us to evaluate our work and get measurable results that help us to improve our quality in a targeted manner, such as the Collective Leadership Compass assessments. Reflection meetings take place among faculty members and project managers in order to follow up on relevant issues and respond accordingly to maintain and improve our quality of project implementation and capacity building.

Every project is reviewed by an official audit and its achievements are evaluated in a project report.

Educational programs:

Qualitative and quantitative feedback is also collected through questionnaires from all participants immediately following each capacity development workshop. Of the total number of 4,780 Alumni of our educational programs, **645 people took part in CLI trainings in 2020, and 43 were certified as Collective Leadership Specialists, a record for the organisation.**

All participants – open courses and project integrated courses – fill in feedback forms of which results are captured in the table below.

These are three data points that CLI uses as the basis for quality control of our courses, with results for 2020:

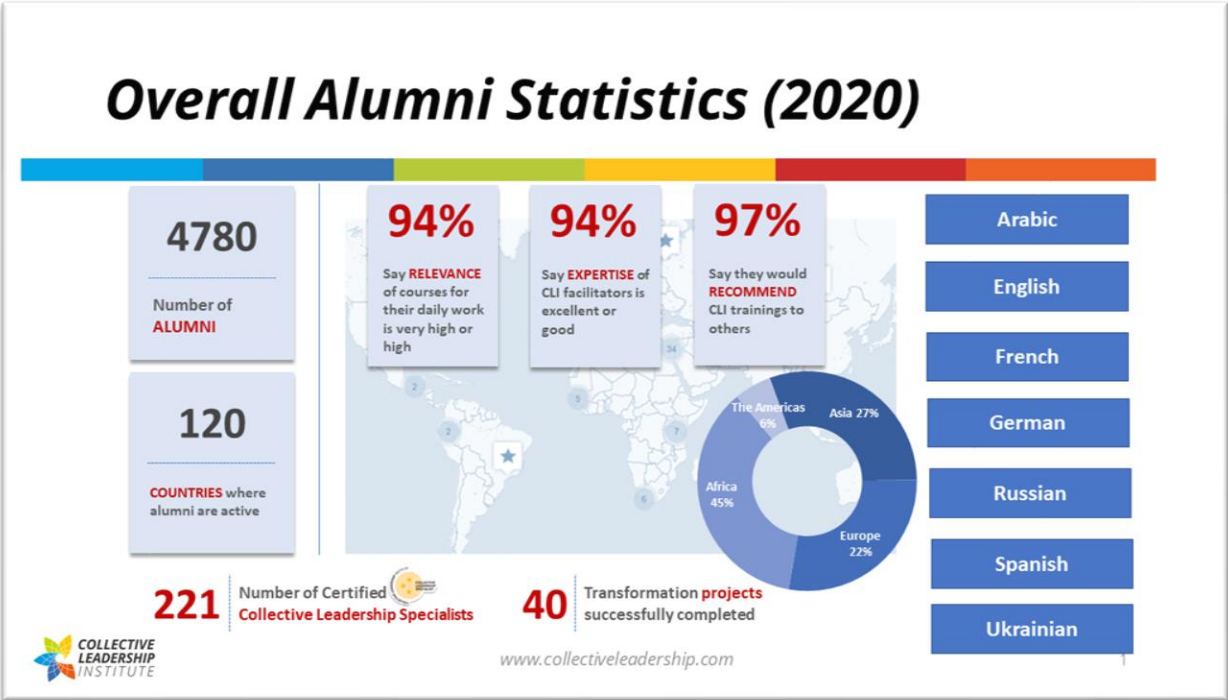
Quality Criteria (percentage of course participants who...):			Weighted Average
Course format	ALC*	ASC**	
Assess the relevance of the course for their daily work as high or very high (across all participants)	89%	96%	94%
Assess the professional expertise of facilitators as good or excellent (across all participants)	100%	91%	94%
Would recommend the training to colleagues or professional partners (across all participants)	94%	98%	97%

These figures are drawn from participants' anonymous assessments of our 2020 courses (*Art of Leading Collectively and **Art of Stakeholder Collaboration).

Whereas 645 participants, 560 of them online, completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our 90 open course participants due to non-disclosure agreements with some partners or funders.

Open Course:	The Art of Leading Collectively	The Art of Stakeholder Collaboration	Total
Number of alumni in open course in 2020	33	57	90

These are Overall alumni statistics as of December 31, 2020 but are historically inclusive going back to 2005.



4. PLANNING AND OUTLOOK

4.1 STRATEGY

CLI delivers its Mission through four Strategic Pillars. Each Pillar describes objectives and activities to be conducted through 2021.

Building Competence: Empower individuals, teams, and organisations to apply and teach our core approach of Collective Leadership and dialogic change to transformation towards the SDGs and beyond

CLI will continue to offer its signature set of open and on-site courses on Stakeholder Collaboration, Collective Leadership, and Dialogue, as well as specific programmes for Young Leaders or Young Professionals that will become change-makers for sustainability and work on collective action projects SDG implementation. These activities focus on CLI's offices in Germany and South Africa.

The development of our **Collective Leadership Hubs Network** will be pursued by accrediting individuals and small teams as Collective Leadership Facilitators to establish Hubs and engage in collaboration capacity building in specific language-regions, countries, and cities. Approaches to accreditation include:

- (1) inviting individuals and teams to complete a series of open and/or onsite CLI courses and coaching,
- (2) integrating accreditation into project grant proposals, and
- (3) approaching donors to sponsor accreditation and the development of multiple Hubs at once.

Thought Leadership: Deliver thought-provoking, praxis-based research, writing, and speaking engagements that drive the paradigm shift towards systems transformation based on CLI's core approach of Collective Leadership

Activities focus on promoting existing CLI publications; speaking at strategic events; publishing further books, articles, and blogs; and collaborating with other organisations and institutions on relevant research.

Transformation Support: Strategically implement partnership projects, working directly with systems of stakeholders to drive collaborative implementation of the SDGs

Activities focus on CLI being a strategic partner and coach:

- (1) to organisations and teams working to realise the SDGs and
- (2) to companies wanting to improve their CSR practices and/or that are engaged in sustainability initiatives.

Case studies of Transformation Support projects are integrated into **Thought Leadership** publications and **Building Competence** course curricula, above.

Change Networks: Establish, invigorate, and contribute to learning and action communities with the Collective Leadership approach for large systems transformation

CLI seeks to build a movement for Collective Leadership by launching a regular Collective Leadership Conference, launching an online Collective Leadership Compass Tool that is widely used by collaboration practitioners around the world, and supporting a community of practice around Collective Leadership. This strategic pillar is strongly supported by development of our **Collective Leadership Hubs Network** and the resulting community of alumni and certified Collective Leadership Specialists.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

Integrated across all four of these pillars is the important need to communicate the value of our approach and work through stories of transformation via, for example, our website, social media, newsletter, and webinars. Such communication includes documented case studies from CL Hubs faculty, trainers, and alumni; promotion of our publications and recorded talks; documentation of case studies of systems and business transformation toward sustainability; livestreaming of our Collective Leadership Conference; and offering open-source resources and an online platform for our community of practice.

4.3 RISKS

The risks identified in 2020 are:

Composition of the CLI Team

It is indispensable that the changing requirements of our work match with the competence of our staff. Having a dedicated team with differentiated but specific professional expertise enables us to meet the challenges of our time. This risk could be addressed by looking ahead and building a team with relevant qualifications.

Digital Risks

The unique situation in 2020 caused unexpected digital risks, such as the sudden increase of remote work, the urgent need for online facilitation, and IT security risks. Due to the diversely skilled and motivated team CLI was able to adapt to the new situation quickly. New, carefully chosen tools, digital methods, and online courses were developed and launched in 2020, enabling the continuation of CLI's mission.

Finance Structure

The work of the Collective Leadership Institute relies especially on project-based aid money from the German government. CLI seeks to diversify its base of donors/finance partners.

5. ORGANISATIONAL STRUCTURE AND TEAM



5.1 ORGANISATIONAL STRUCTURE

On July 20th, 2016, the Collective Leadership Institute e.V. (registered association) changed its legal form to a gGmbH, backdated to January 1st, 2016. In the German taxation system, a gGmbH is a limited liability company, whose earnings are used for a charitable purpose. It is exempted from corporation tax and occupational tax. As a gGmbH, CLI is able to work more efficiently than before.

5.2 SHAREHOLDER STRUCTURE

The Collective Leadership Institute gGmbH consists of four shareholders owning corporate shares: Petra Kuenkel as the Executive Director, as well as Douglas F. Williamson, Heidrun Zoller, and Dominic Stucker as Managing Partners. Each of them owns a corporate share of 25%.

At least once a year, all shareholders fulfil the requirement to convene in order to discuss principal decisions and strategic planning.

The nominal capital of the Collective Leadership Institute amounts to 25.000 €.

Further information:

Statute of the Collective Leadership Institute (German only)
http://wiki.collectiveleadership.com/images/e/e7/Umwandlungsbeschluss_mit_Gesellschaftsvertrag.pdf

5.3 KEY PERSONNEL

Our dedicated team forms the basis of the work and the success of the Collective Leadership Institute.

Collective Intelligence arises in this case from a diverse skill set, knowledge of different languages, and deep intercultural experiences.

5.4 MANAGING PARTNERS



Dr. Petra Kuenkel: Founder Managing Partner and Executive Director

Dr. Petra Kuenkel is a leading, visionary thinker and an executive board member of the International Club of Rome. She has advanced a systemic, worldview of aliveness and a re-orientation towards reverence for humanity's participation as a conscious actor in an interconnected, self-regulating natural system that is our world. Dr. Kuenkel has consistently advanced this view conceptually in her numerous publications, while simultaneously advancing the practical implementation of such life-enhancing approaches in the strategic management of multi-stakeholder change initiatives that address complex sustainability challenges such as the 17 Sustainable Development Goals.

Douglas F. Williamson: Managing Partner and Senior Project Manager

Douglas F. Williamson is an education, facilitation, and sustainability communications expert and a high-energy, multi-skilled leader and team player with more than 15 years' experience in the areas of partner relationship management, strategic planning, project management, natural resources management, and international affairs. Having worked with several international environmental NGOs, the United Nations University, and the US Environmental Protection Agency's Climate Change Division, Mr. Williamson has a history of success in conceptualising, planning, co-organising, and implementing a broad variety of projects and initiatives.

Heidrun Zoller: Managing Partner and Chief Financial Officer

Heidrun Zoller is Chief Financial Officer and Managing Partner of the Collective Leadership Institute. She has worked in high-level positions in the German banking system as a risk manager and in an international building material group as the CFO of a German subsidiary. She was responsible for different due diligence processes and group integrations within companies after mergers. She also has many years of experience as a consultant in process optimisation.

Dominic Stucker: Managing Partner and Senior Associate

Dominic Stucker is an action-oriented collaborator who convenes diverse teams to address pressing sustainability challenges. With more than 15 years' experience as a programs manager, facilitator, process coach, and researcher, he specialises in transformative process design, Collective Leadership capacity building, natural resources management, and climate change. Mr. Stucker has published with Earthscan/Routledge, MIT Press, and peer-reviewed journals. He is a lead faculty member for educational programs on cross-sector cooperation and facilitates stakeholder dialogue and collaboration processes.

6. PROFILES OF THE ORGANISATIONS INVOLVED

6.1 ORGANISATIONAL PROFILE

Location

Headquarters: Potsdam, Germany
Regional Office: Cape Town, South Africa

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www.collectiveleadership.com

Foundation

The Collective Leadership Institute was founded in 2005 by Petra Kuenkel and Kristiane Schaefer. With changing the legal form in 2016, the Management Board changed as well.

Legal form

gGmbH

Succession policy

None

Link to articles

<http://www.collectiveleadership.de/artic/e/transparency/>

Commercial register

Handelsregister Potsdam, HRB 29182 P
from 16th August 2016

Non-profit organisation

The Collective Leadership Institute gGmbH, with its purpose of education and training, is exempted from corporate taxation in accordance with the last received Notice of Exemption by the Potsdam Tax Office, Tax No. 046/142/12298, from January 4th, 2012, according to § 5 clause 1 No. 9 of the German Corporate Income Tax Act and is recognised as a non-profit organisation. The corporation Collective Leadership Institute gGmbH pursues objectives that are exclusively and immediately for the public benefit within the meaning of the clause "Tax privileged objectives" of the German Fiscal Code § 52 clause 2 No. 7.

The corporation is authorised to issue receipts confirming donations according to the officially prescribed form (§ 50 clause 1 EStDV) for donations which are made towards the purposes mentioned above.

Employee representatives

None

NUMBER OF TEAM MEMBERS	2015	2016	2017	2018	2019	2020
<i>PERMANENT EMPLOYEES (YEAR END)</i>	10	8	7	9	10	10
<i>OF WHICH FULL TIME EMPLOYEES</i>	8	6	6	9	10	9
<i>OF WHICH PART TIME EMPLOYEES</i>	2	2	1	0	0	1
<i>FREELANCERS / ASSOCIATES</i>	10	2	2	4	4	14
<i>TOTAL EMPLOYEES AND ASSOCIATES</i>	20	10	9	13	14	24
<i>INTERNS</i>	0	2	0	1	0	0

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Petra Kuenkel is Executive Director of the Collective Leadership Institute (CLI) gGmbH. Further Managing Partners are Douglas F. Williamson, Heidrun Zoller, and Dominic Stucker. The essential tasks and functions of the Management Board are governed in the management regulations.

6.2.2 FINANCIAL REPORTING

The annual financial statements are prepared internally with the cooperation of an external tax consultant. The Chief Financial Officer is obliged to present the Partners with regular financial reporting, including bank statements at the end of each month.

6.3 ENVIRONMENTAL AND SOCIAL PROFILE

In its operational and employee manuals, the Collective Leadership Institute strives to be a responsible organisation from an environmental and social point of view. CLI ensures that employment policy and practices are fair and equitable in regard to the individual and the employment laws of Germany. CLI is an equal opportunity employer. CLI offers employees flexible working hours and the possibility of home office when appropriate and when the tasks are suitable. Private matters can be dealt with over the course of the day when necessary and in accordance with supervisors. With regard to its environmental policy, CLI aims to minimise its use of natural resources, and seeks to lessen any undesirable impact on the environment.

7. FINANCES

7.1 BOOKKEEPING AND ACCOUNTING

7.1.1 BOOKKEEPING

CLI currently uses the double-entry bookkeeping method. All bookkeeping tasks are done by our external tax consultant.

7.1.2 ANNUAL FINANCIAL STATEMENT

CLI compiles an annual financial statement that consists of a statement of assets and liabilities and a profit and loss account. The annual financial statement is reviewed and finalised by the auditing and tax consulting firm Dr. Knabe, Schiffbauergasse 15, 14467 Potsdam, Germany.

7.1.3 CONTROLLING

CLI's internal controlling and reporting are based on reports compiled on a regular basis and are adapted to meet current demands. The Managing Partners and the staff are informed monthly about CLI's financial situation.

7.2 MANAGEMENT REPORT

CLI's activities are primarily financed by funded projects. Further income is generated by process consulting and course registration fees.

7.3 STATEMENT OF ASSETS AND LIABILITIES

ASSETS		2017	2018	2019	2020
		€	€	€	€
A. Fixed assets	I. Intangibles	37.967,00	37.512,80	25.409,00	15.224,00
	II. Tangibles	2.894,00	1.469,00	1.146,00	1.110,00
B. Current assets	I. Cash and bank balance	270.902,53	594.118,45	553.960,91	789.093,83
	II. Other	42.903,23	22.275,81	38.401,57	27.522,72
TOTAL ASSETS IN €		354.666,76	655.376,06	618.917,48	832.950,55
LIABILITIES		2017	2018	2019	2020
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		195.813,27	271.079,68	374.318,75	525.704,01
C. Annual result		75.266,41	103.239,07	151.385,26	38.615,98
D. Total equity in €		296.079,68	399.318,75	550.704,01	589.319,99
E. Provisions		4.000,00	4.000,00	5.000,00	8.505,54
F. Other liabilities		54.587,08	252.057,31	63.213,47	235.125,02
TOTAL LIABILITIES IN €		354.666,76	655.376,06	618.917,48	832.950,55

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
	€	€	€	€
A. Income ideational area	0	0	0	0
B. Other operational income	8.074,64	1.908,75	15.237,28	16.432,42
C. Income educational area	763.843,20	1.237.820,97	1.258.967,89	1.175.424,42
D. Income consultancy area	125.869,42	37.042,77	112.217,16	75.869,80
TOTAL INCOME	897.787,26	1.276.772,49	1.386.422,33	1.267.726,64
<i>EXPENSES</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
	€	€	€	€
A. Personnel costs	408.963,44	539.459,09	604.267,96	593.187,98
B. Honorarium	226.024,84	328.354,64	319.600,60	474.369,38
C. Travel costs	91.292,62	169.499,56	129.896,08	36.110,09
D. Seminar and course costs	10.001,51	33.711,42	51.056,14	12.988,24
E. Facility cost	29.518,83	17.570,74	18.367,50	18.773,28
F. Administrative cost / IT	39.933,47	40.782,43	54.321,30	71.302,50
G. Marketing cost	9.341,93	29.470,50	26.904,32	7.250,63
H. Depreciation	6.890,04	13.000,32	15.351,54	12.634,88
I. Tax	554,11	0	11.850,60	0
J. Other expenses	0,06	1.684,72	3.421,03	2.493,68
K. Incidental monetary transaction	N/A	N/A	N/A	N/A
TOTAL EXPENSES	822.520,85	1.173.533,42	1.235.037,07	1.229.110,66
ANNUAL RESULT IN €	75.266,41	103.239,07	151.385,26	38.615,98



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