

HUMANITY . FUTURE POSSIBILITIES . ENGAGEMENT . COLLECTIVE INTELLIGENCE . INNOVATION . WHOLENESS



**COLLECTIVE
LEADERSHIP
INSTITUTE**

ANNUAL REPORT 2012

In accordance with the Social Reporting Standard (SRS)





Collective Leadership Institute e.V.
Eisenhartstraße 2
14469 Potsdam
Germany

Phone: + 49 (0) 331 58 16 59 6-0
Fax: +49 (0) 331 58 16 59 6-22
germany@collectiveleadership.com
www.collectiveleadership.com

Collective Leadership Institute (NPC)
Postal: P.O. Box 36250, Glosderry, 7702, Western Cape
Residential: 52/54 Francis Street, Woodstock 7915

Phone: +27 (0) 21 462 3902
Fax: +27 (0) 21 462 3918
southafrica@collectiveleadership.com

Editorial Work

Regina Eiblmeier

Layout & Graphics

Thomas Jennions
Nizar Thabti

Images

Collective Leadership Institute

WHO WE ARE

The Collective Leadership Institute is an internationally operating non-profit organisation based in Germany (Potsdam) and South Africa (Cape Town). It was founded 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.

We believe in the principle of co-operation and collectively created solutions – across sectors, institutions, nations, and cultures. With our Executive Education, our Integrated Capacity Development, our Community Building, and our Research, we build competence for sustainability - for responsible business, people-oriented public service, and a strong civil society.

OUR MISSION

Our mission is to build collaboration competence for sustainability by:

Empowering people globally to use our methodology of collective leadership for sustainability and dialogic change. We strive for

excellence, constantly improve the usability of our approach, disseminate our knowledge and focus on scaling-up the application of our methodology for successful cooperation and consultation.

Fostering communities for dialogic change towards sustainability. We build or activate networks and foster mutual support among change agents.

Developing into a centre of gravity for Collective Leadership globally. We inspire people to spread our methodology and focus on quality and impact.

OUR APPROACH

Collective Leadership for Sustainability is the capacity of a group of leaders to deliver their contribution to a joint purpose collaboratively, while putting high priority on a balance between the needs of people, profit, and planet. At the core of Collective Leadership is the human capacity to make a difference by building performance and innovation on dialogue and diversity. It invigorates networks of knowledge sharing, collective action, and mutual support.



*IF YOU WANT TO TRAVEL FAST, TRAVEL ALONE.
IF YOU WANT TO TRAVEL FAR, TRAVEL TOGETHER.*

AFRICAN PROVERB

TABLE OF CONTENTS

WHO WE ARE	3
EXECUTIVE SUMMARY	6
1. SUBJECT AND SCOPE OF THE REPORT	8
2. THE SOCIAL PROBLEM AND CLI'S APPROACH TO SOLVING IT	9
2.1 SUBJECT AREA	9
2.2.1 DESCRIPTION OF THE PROBLEM AND SCALE OF THE PROBLEM	9
2.2.2 PREVIOUS APPROACHES TO SOLVING THE PROBLEM	9
2.3 CLI'S APPROACH TO SOLVING THE PROBLEM	10
2.3.2 CLI'S STRATEGIC APPROACH	10
2.3.1 VISION	10
2.3.3 WHO WE SUPPORT - CLI'S TARGET GROUPS	13
2.3.4 OVERVIEW: ACTIVITIES AND EXPECTED OUTCOME	15
2.4 SPREADING CLI'S APPROACH	16
2.4.1 WHAT WE ARE SPREADING?	16
2.4.2 HOW DO WE SPREAD YOUR SOLUTION?	17
2.4.3 STATUS OF CLI'S SPREADING EFFORTS	17
3. SOCIAL IMPACT	18
3.1 RESOURCES USED (INPUT)	18
3.2 WORK PERFORMED (OUTPUT)	18
3.3 IMPACT (INCLUDING OUTCOME)	25
3.4 EVALUATION AND QUALITY CONTROL	29
4. PLANNING AND OUTLOOK	30
4.1 PLANNING AND OBJECTIVES	30
4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES	32
4.3 RISKS	33
5. ORGANIZATIONAL STRUCTURE AND TEAM	34
5.1 ORGANIZATIONAL STRUCTURE	34
5.2 STATE OF ORGANIZATIONAL DEVELOPMENT	35
5.3 KEY PERSONNEL	35
5.4 PARTNERSHIPS, COOPERATIONS AND NETWORKS	37
6. PROFILES OF THE ORGANIZATIONS INVOLVED	38
6.1 ORGANIZATIONAL PROFILE	38
6.2 CORPORATE GOVERNANCE	40
6.2.1 MANAGEMENT BOARD	40
6.2.2 ADVISORY BOARD AND GENERAL MEETING MEMBERS	40
6.2.3 CONFLICTS OF INTERESTS	41
6.3 SHAREHOLDER STRUCTURE	41
6.4 ENVIRONMENTAL AND SOCIAL PROFILE	41
7. FINANCES	42
7.1 BOOKKEEPING AND ACCOUNTING	42
7.1.1 BOOKKEEPING	42
7.1.2 ANNUAL FINANCIAL STATEMENT	42
7.1.3 CONTROLLING	42
7.2 STATEMENT OF ASSETS AND LIABILITIES	43
7.3 INCOME AND EXPENSES	44
7.4 MANAGEMENT REPORT	46



There is a global trend that cannot be ignored any longer – sustainability moves on the agenda of every nation, every organisation and more and more citizens. Sustainability megaforges will not only impact businesses over the next 20 years, but also governments and civil society organisations. They range from climate change, ecosystem decline, energy security, water scarcity, and resource management to poverty, economic justice, food security, demographic change, and population growth. Those who are confronted with sustainability challenges notice another global trend - solutions cannot be found in isolation. Collaboration between different actors is not only paramount, but the sole route to success. The ability for constructive, result-oriented dialogue and value-based collaboration is at the core of humankind's ability to master sustainability challenges. The United Nations have recognized that for

achieving the Millennium Development Goals the multi-stakeholder partnership model has emerged as a promising way to catalyse collective action and bring all relevant actors together in addressing the challenges of sustainability. This is at the core of our work – our mission is to build collaboration competence and empower people globally to use our proven methodology for more effective and efficient change processes towards sustainability.

Also in 2012, we have brought people from around the world together with our Executive Education programs. They all work on sustainability challenges in complex projects or change initiatives. We do not only equip them with our methodology, but also offer a space for exchanging ideas, pooling knowledge and inspiring each other to find solutions to global and local challenges.

A milestone was achieved with the launch of the online-platform www.Stakeholderdialogues.net, that allows actors from around the world to access tools and instruments for the successful implementation of Stakeholder Dialogues online.

The experience of our diverse project and process support shows that our approach makes a difference for the way people succeed in bringing sustainability issues and development forward.

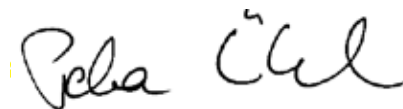
We look back with gratitude on a successful year in 2012. Our Alumni network has grown by 118 alone in 2012. More than 442 people are using our approach to make a difference in the world and take very practical steps towards a more sustainable future. We are happy to share the Collective Leadership Institute's annual report 2012.

This is the first year we present you our annual report published in accordance with the Social Reporting Standard (SRS).

All this would not be possible without dedicated people, within our own organisation and beyond – we are grateful to our support partners, our associates and our Alumnis - the people on the ground who work with our approach and feedback what works and what needs to be improved. In addition to this foundations and international institutions have helped contribute to our vision to bring about change towards a more sustainable world . We thank all our partners at the heart of this trust and the visionary collaboration that we could find . Your support strengthen our

determination to continue on our way to a more sustainable world in 2013 .

Petra Kuenkel



Kristiane Schäfer



1. SUBJECT AND SCOPE OF THE REPORT

The subject of this report is the Collective Leadership Institute (CLI) e.V. and its activities in the year 2012. This report was completed on 31 December 2013 and follows the Social Reporting Standard (SRS). As this is the first report according to the SRS, comparisons with previous years have only been partly possible. The report provides the reader an insight into Collective Leadership Institute's performances in 2012, the resources allocated, and the achieved impact.

The Collective Leadership Institute was founded in September 2005. Petra Kuenkel and Kristiane Schaefer are responsible for contents of this report.

Petra Kuenkel

Director

petra.kuenkel@collectiveleadership.com

Kristiane Schaefer

Deputy Director

kristiane.schaefer@collectiveleadership.com

Collective Leadership Institute e. V.

Eisenhartstrasse 2

14469 Potsdam

Germany

Tel: +49 (0) 331 58 16 59 6-0

Fax: +49 (0) 331 58 16 59 6-22

2. THE SOCIAL PROBLEM AND COLLECTIVE LEADERSHIP INSTITUTE'S APPROACH TO SOLVING IT

2.1 SUBJECT AREA

According to the statute, the purpose of the Collective Leadership Institute (CLI) e.V is the selfless support of education and research for sustainable development. We support and promote the building of collaboration competence through Executive Education and Integrated Capacity Development. Our methodology focuses on the implementation of Collective Leadership, Stakeholder Dialogues and cross-sector cooperation between private sector, public sector and civil society in order to overcome today's social and global challenges. Our aim is to strengthen such cooperation and partnerships for sustainable development on a national and international level and in achieving this, to promote a positive societal change.

2.2.1 DESCRIPTION OF THE PROBLEM AND SCALE OF THE PROBLEM

The challenges of social economic, and environmental sustainability have reached the entire globalized world. Today we live in a highly interconnected world and the provision of food security, inclusion of women, democratic governance, alleviation of poverty, energy reform, climate change, demographic changes, rapid megacity development, and stabilizing economies during financial crises affect us all. Success and failure in moving towards a more sustainable way of living on this planet thus concerns everybody. In order to move towards sustainable development professional competence, stakeholder

perspectives, political negotiation, and result-oriented implementation need to be brought together for responsible business, people-oriented public services and a strong civil society.

2.2.2 PREVIOUS APPROACHES TO SOLVING THE PROBLEM

Currently the world faces a lack of dialogue and collaborative leadership skills, an absence of collective responsibility for a globally sustainable future, and an inability to create and implement solution jointly, beyond sectors, institutions, societies, and cultures. There is still too little awareness of this interdependence and the need for joint action towards sustainability. Previous approaches concentrate on the individual or on one system and thus missing the great potential of dialogue, cooperation, and thinking together. Too few leaders anchor their action in the concern for the greater good. However, finding long term and sustainable solutions to the challenges of humankind can only be found collectively.

2.3 COLLECTIVE LEADERSHIP INSTITUTE'S APPROACH TO SOLVING THE PROBLEM

The Collective Leadership Institute stands for sustainable **acting, thinking, communicating and leading**. Hence, process competence in sustainability engagement is the principal concern and interest of our work. Central to our approach is empowering people to more effectively and efficiently implement projects and change initiatives for sustainability by creating a climate of collective leadership. This is an important premise for implementing profound and complex change initiatives. It enables a group of committed leaders to share responsibility and collectively contribute to sustainable development, by respecting difference and diversity and cultivating the individual and collective identification with sustainability.

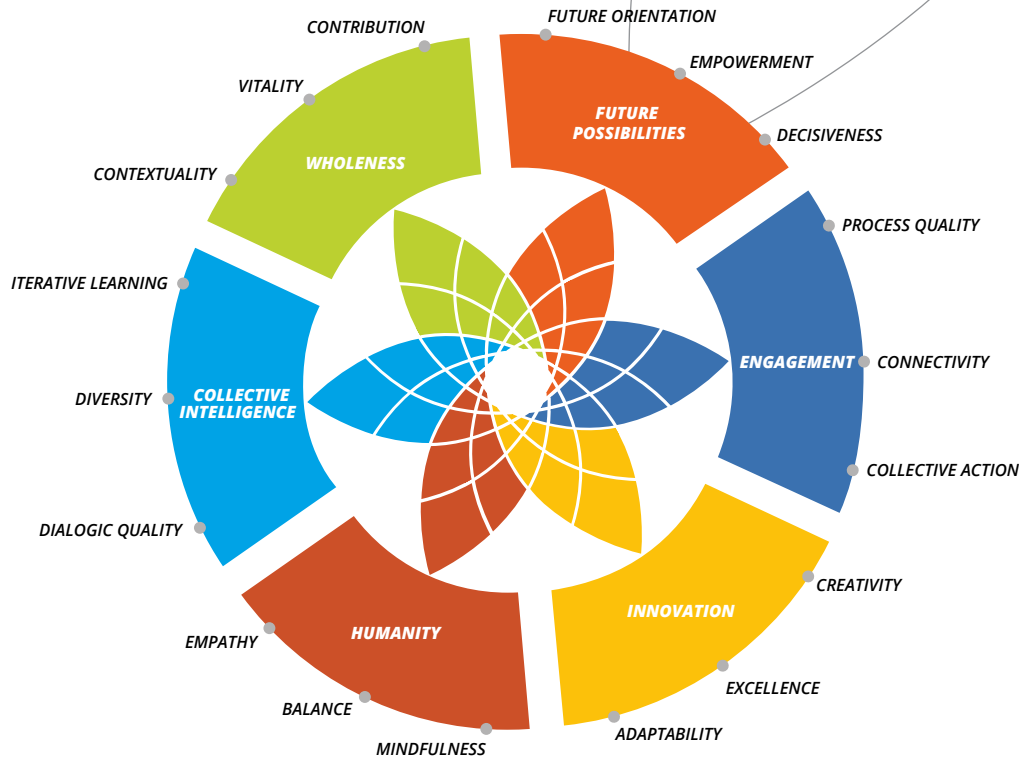


2.3.2 COLLECTIVE LEADERSHIP INSTITUTE'S STRATEGIC APPROACH

Our vision is to empower future-oriented people to lead collectively towards a sustainable future. We believe in the principle of co-operation and collectively created solutions – across sectors, institutions, nations, and cultures. With our Executive Education, our Integrated Capacity Development, our Community Building, and our Research, we build competence for sustainability - for responsible business, people-oriented public service, and a strong civil society.

2.3.1 VISION

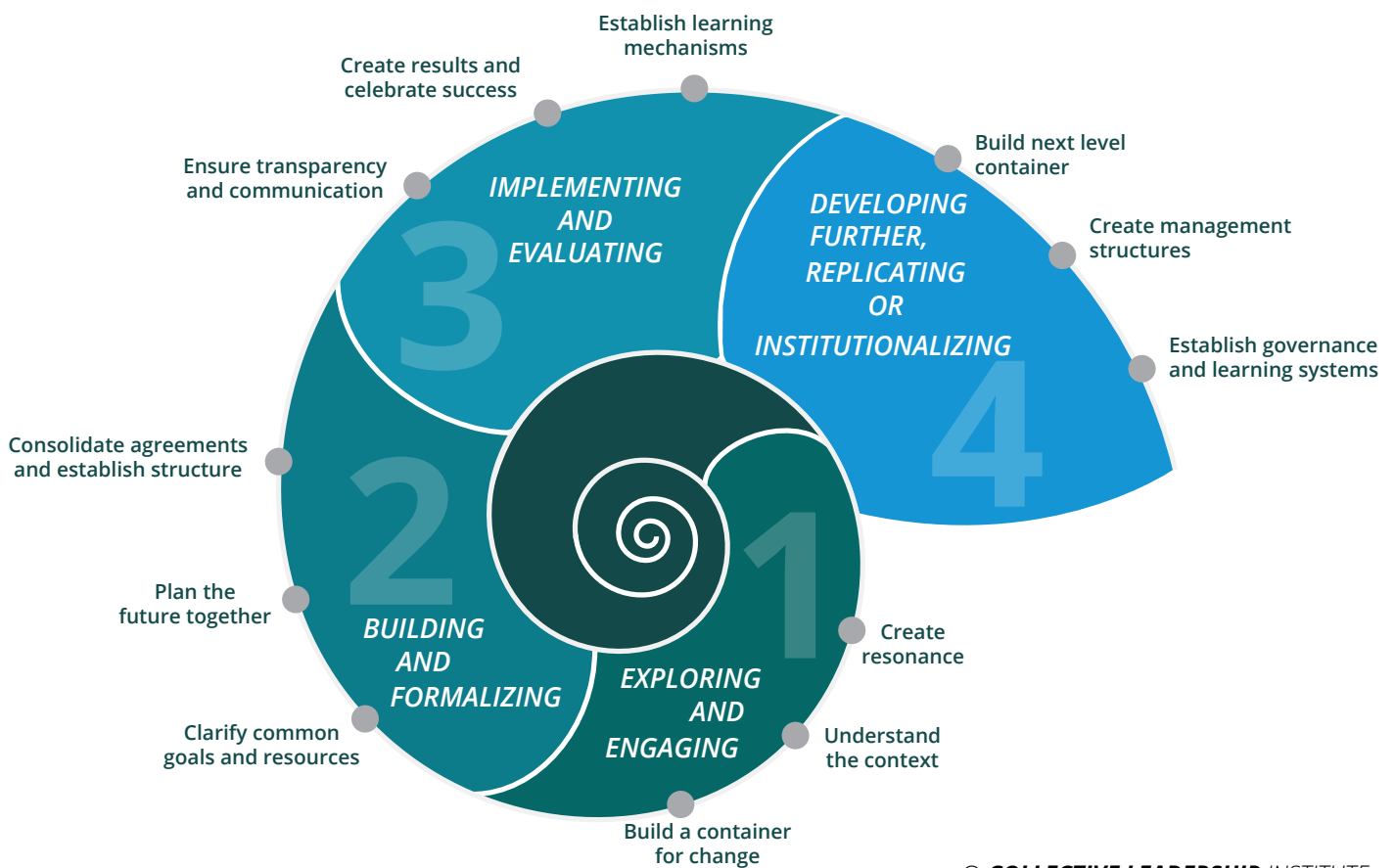
Turning the sustainability challenges of complexity, interdependency and urgency into opportunities requires more than passion, intuition, or excellent plans. We need to shift the way we co-create – learn faster together, collaborate more efficiently, and enhance collective action for more sustainable human behaviour. We therefore base our work on the Collective Leadership approach, a methodology for successfully leading joint sustainability initiatives and the Dialogic Change Model, a step by step approach to implementing stakeholder consultation and cooperation. Both methodologies are guiding structures that help navigate complex settings collaboratively and implement more outcome-oriented and constructive co-creation on a day-to-day basis – for individuals, teams, an entire organisation, and cross-sector co-operation initiatives.



© Copyright Petra Kuenkel WWW.COLLECTIVELEADERSHIP.COM

THE **COLLECTIVE LEADERSHIP** FOR SUSTAINABILITY COMPASS - CREATING SOLUTIONS TO THE CHALLENGES OF SUSTAINABLE DEVELOPMENT

HUMANITY	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
FUTURE POSSIBILITIES	Inspiring others and actively leading future possibilities
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
ENGAGEMENT	Fostering a dialogic way of change and engaging different stakeholders
INNOVATION	Developing our potential to spot innovative solutions to sustainability challenges



THE DIALOGIC CHANGE MODEL - IMPLEMENTING STAKEHOLDER DIALOGUES IN A RESULT-ORIENTED WAY

The challenges of sustainability have reached the entire globalized world. These challenges are far too complex to be solved by the corporate community, the public sector or civil society acting alone. Stakeholder Dialogues are a methodology for designing and implementing consultation and cooperation in complex change processes that require different interest groups to be included and integrated. The Dialogic Change Model allows for the result-oriented, structured planning and implementation of a successful Stakeholder Dialogue. The Dialogic Change Model that has been developed and proven over time by the Collective Leadership Institute is an innovative methodology combining process and change management experience, a dialogical approach and self-reflection methods.



2.3.3 WHO WE SUPPORT - COLLECTIVE LEADERSHIP INSTITUTE'S TARGET GROUPS

In Europe, Asia, Africa and Latin America, we work with leaders, project managers and change agents from corporations, small and medium sized companies, development agencies, the public sector and civil society organizations. We support change agents from those different sectors in creating and implementing collaborative change initiatives for innovative and sustainable solutions to global, societal and local challenges.

2.3.4 OVERVIEW: ACTIVITIES AND EXPECTED OUTCOME

TARGET GROUP	ACTIVITY/ PROGRAMME/ PRODUCT	SHORT DESCRIPTION
Leaders, project managers and change agents from all sectors	Capacity Building Programs – Open Courses	Courses offered: Working with Stakeholder Dialogues (4 days) Stakeholder Engagement (2 days) Practitioner Session (4 days) Leveraging Collective Leadership (4 days) Dialogic Facilitation (4 days)
Organizations, corporations and institutions from all sectors	Capacity Building Programs – Tailor-made courses	Courses offered: Working with Stakeholder Dialogues (4 days) Stakeholder Engagement (2 days) Practitioner Session (4 days) Leveraging Collective Leadership (4 days) Dialogic Facilitation (4 days)
Young professionals from all sectors	Young Leaders for Sustainability	Leadership program for young professionals (over the period of one year; 5 modules á 5 days each)
Organizations, corporations and institutions from all sectors	Process Support	Strategic process coaching, systemic process advisory, monitoring and evaluation with integrated capacity development
Organizations, corporations and institutions from all sectors	Research	Thematic studies, empirical research, case studies and evaluations
All change agents	Publications	Handbook “Working with Stakeholder Dialogues”

<i>FEE CHARGED</i>	<i>EXPECTED IMPACT OF ACTIVITIES</i>
980 € - 1.580 € (depending on course type)	Participants learn essential tools for successful implementation of result-oriented stakeholder dialogues. They understand both the individual and the collective leadership contribution to sustainability initiatives and complex projects.
Incl. material	Participants learn essential tools for successful implementation of result-oriented stakeholder dialogues. They understand both the individual and the collective leadership contribution to sustainability initiatives and complex projects.
3.000 € - 6.000 € (depending on sector) Incl. material	Participants go through different levels of development: Personal development Process skills Practical experience
Depending on the extent and type of process;	Key actors are strengthened in the successful implementation of result-oriented stakeholder dialogue and cooperation processes. They are equipped with methodologies for large-scale system changes
Depending on the extent and type of research	Process-oriented research results enabling actors involved to become part of the learning process
35 €	Change agents implement Collective Leadership Institute's methodology in their daily work

2.4 SPREADING COLLECTIVE LEADERSHIP INSTITUTE'S APPROACH

2.4.1 WHAT WE ARE SPREADING?

With the focus on competence building for sustainability our aim is to:

Empower people globally to use our methodology of collective leadership for sustainability and dialogic change. We strive for excellence, constantly improve the usability of our approach, disseminate our knowledge and focus on scaling-up the application of our methodology for successful cooperation and consultation.

Foster communities for dialogic change towards sustainability. We build or activate networks and foster mutual support among change agents.

Develop into a centre of gravity for Collective Leadership globally. We inspire people to spread our methodology and focus on quality and impact.

2.4.2 HOW DO WE SPREAD OUR SOLUTION?

Our **capacity building programs** in stakeholder dialogues and collective leadership integrate knowledge building, personal mastery and the actual work reality of participants. We offer open seminars and tailor-made courses. Based on key conceptual content our Executive Education program incorporate the actual work reality of participants. We strive to deliver knowledge that can be implemented in day to

day business. Participant's feedback helps us to continuously improve.

Our process support for cross-sector collaboration projects combines advisory and capacity building: this way we enable people to develop their own competence according to their specific challenges.

Our **leadership development** for sustainability fosters change in thinking and practical implementation through knowledge building, reflection and exposure.

Our **research** is designed as a learning process for sustainability helping people move quicker towards new action.

Our **community building** and network connects people from different sectors in order to help bridge gaps and create new opportunities for sustainability engagement.

Our **innovative projects** are piloting new approaches to cross-sector learning and engagement for sustainability.

2.4.3 STATUS OF COLLECTIVE LEADERSHIP INSTITUTE'S SPREADING EFFORTS

In the past 6 years we have achieved to train 741 people in our methodology in open programs and tailored courses. We have also supported more that 20 projects through integrated capacity building helping tem to chieve better results in their change initiatives.

ALUMNI STATISTICS 2012

OPEN COURSES:

12 COURSES
210 PARTICIPANTS

TAILOR-MADE COURSES:

12 COURSES
232 PARTICIPANTS

EUROPE: 107

AFRICA: 192

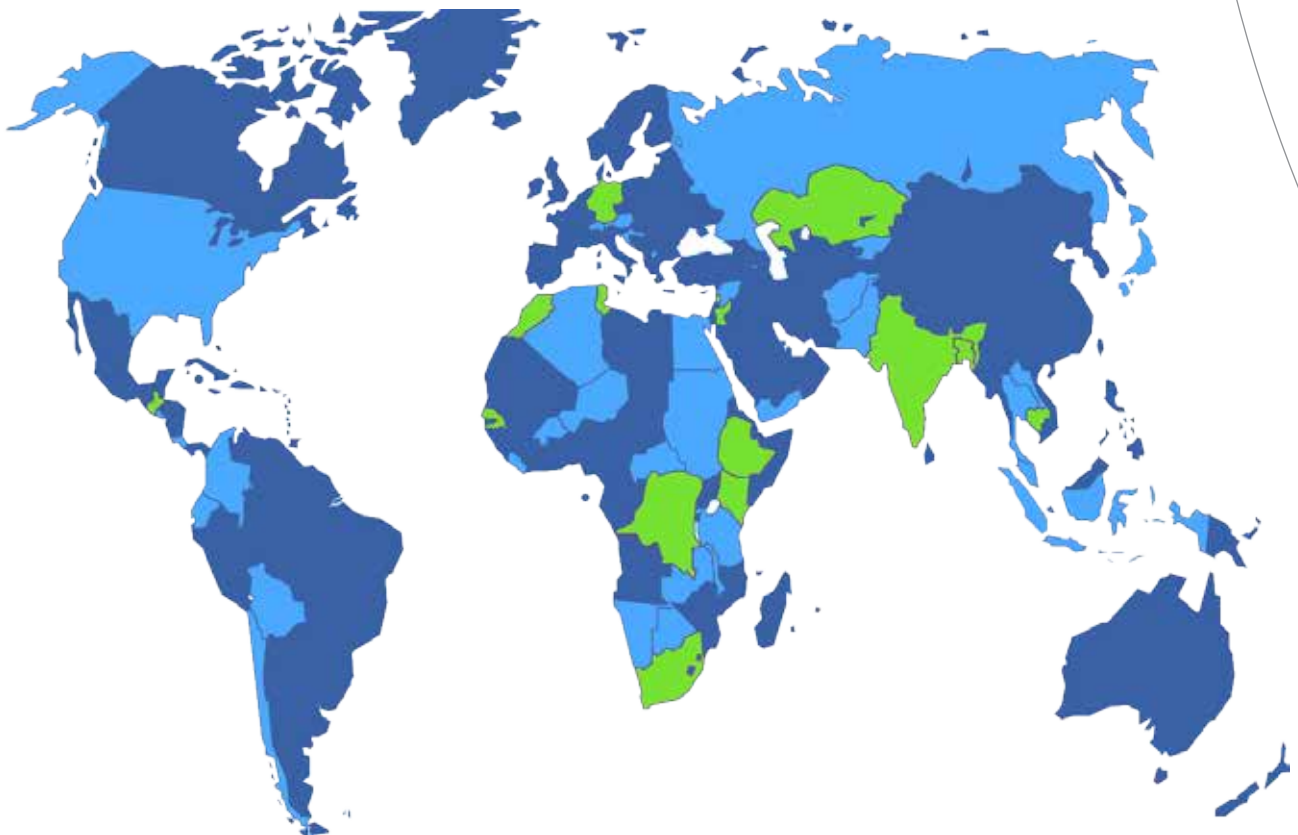
ASIA: 72

MENA: 71

YOUNG LEADERS FOR SUSTAINABILITY:

18 PARTICIPANTS

In 2012, **71** the COLLECTIVE LEADERSHIP INSTITUTE trained alumni in countries.



3. SOCIAL IMPACT

3.1 RESOURCES USED (INPUT)

The following resources were used in 2012:

Personnel costs	479.175,25 €
Material costs	385.869,34 €

3.2 WORK PERFORMED (OUTPUT)

EDUCATIONAL PROGRAMS: OPEN COURSES

Collective Leadership Institute's open courses in Stakeholder Dialogues and Collective Leadership integrate knowledge building, personal mastery, and the actual work reality of participants. Based on key conceptual content our capacity building programs incorporate the actual work reality of participants. We strive to deliver knowledge that can be implemented in day to day business.

Currently the Collective Leadership Institute offers the following open programs:

- "Working with Stakeholder Dialogues"***
- "Practitioner Session: Taking your Stakeholder Dialogues to the next level of impact"***
- "Dialogic Facilitation Skills"***
- "Stakeholder Engagement"***

In 2012 eleven open courses took place in five different countries, three different continents and three different languages (German, English, and French). Collective Leadership Institute's flagship course "Working with Stakeholder Dialogues" has been facilitated six times – 2

in Germany; 1 in Senegal; 2 in South Africa; 1 in Cambodia; 1 in India.

Two new courses have been launched by the Collective Leadership Institute in 2012: the course Stakeholder Engagement addresses German speaking change agents and the course Dialogic Facilitation Skills, a practitioner program for those who are facilitating complex engagement and dialogue processes for a range of multi-sector stakeholders.

In 2012 the Collective leadership Institute implemented 24 open and tailor-made courses with 442 participants. The courses took place in Africa (192), Asia (72), and Europe (107). The Young Leaders for Sustainability programme trained 18 participants in 5 modules.

EDUCATIONAL PROGRAMS: TAILORED COURSES

Collective Leadership Institute's tailor-made trainings are highly oriented towards achieving concrete results. Bringing team members and partners into intense exchange and project focused work can help bring strategic issues forward and produce concrete results. In 2012, the Collective Leadership Institute ran 14 tailor-made trainings with organizations and their cooperating partners in ten different countries (list countries).



SELECTION OF COLLECTIVE LEADERSHIP INSTITUTE'S TAILOR-MADE COURSES IN 2012

Development of a National Forestry Program in a multi-stakeholder development process

Collective Leadership Institute conducted a fact finding mission and tailor-made training courses in each of the countries (Morocco, Lebanon, and Tunisia) with relevant actors in the forestry sector with the purpose of initiating an exchange on possible synergy effects of an interdepartmental cooperation. The trainings also served to build trust and serve as a basis for a future stakeholder dialogue. The results from the national dialogues will be integrated and used in the Silva Mediterranea – a network of Forestry Ministries of Mediterranean bordering states which promotes exchange

and learning process between research and policy for sustainable forestry in Mediterranean forests. National partner organizations, the Ministry of Agriculture, various other national ministries, NGO's and research institutes are applying Collective Leadership Institute's four-fold methodology to tackle the work with stakeholder dialogues of their multi-stakeholder development process.

Supporting the implementation of the National Health Plan in Togo

At the beginning of May, 2012, a national road map on political dialogue in the health sector was signed by local and international partners including the EU and the WHO.

The Collective Leadership Institute supported the implementation of the national health plan in the local districts during a tailor-made training on Stakeholder Dialogues with district and national health representatives. We worked for four intensive days with a group of dynamic and highly qualified doctors, medical professionals, and representatives from international organizations who all were eager to explore what the main goal of the seminar was about: to support the EU/WHO project on policy dialogue in the health sector, currently being implemented in 3 pilot countries (Sierra Leone, Liberia and Togo). This EU/WHO project is spearheading the development and implementation of the national health plan in Togo, a plan developed in dialogue with all the stakeholders in the health sector.

Re-energizing collaboration – The Comoro Islands

The Global Fund to Fight AIDS, Tuberculosis and Malaria, was created in 2002 as an innovative financing mechanism which aims to rapidly raise and disburse funding for programs that reduce the effect of HIV/AIDS, tuberculosis and malaria in low- and middle-income countries. The Global Fund is structured as a partnership between developed countries, developing countries, the private sector, civil society and affected communities. The CCM mechanism is responsible for overseeing the development of grant proposals and submitting them to the Global Fund for approval, ensuring their ensuing implementation and good governance in the Comoros. The tailor-made course in cooperation with Health Focus GmbH was an effort to revitalize the CCM on the Comoros in order to jumpstart the next phase of grant proposals and increase the chances of a successful implementation of these projects.





EDUCATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT

The program: Young Leaders for Sustainability

On March 2012, the **Young Leaders for Sustainability** (YLS) program was launched with 18 participants from different sectors. The Collective Leadership Institute developed the leadership training program YLS to support young professionals in pushing forward sustainable business and sustainable leadership in their companies and organizations. During a period of 11 months the young professionals implement a sustainability project within their company or institution. The Young Leaders for Sustainability training program is based on the Collective Leadership Institute's model of „Collective Leadership for Sustainability“. In a series of five training modules, the six core capacities of the model are taught and developed alongside additional expertise on sustainability issues. The participants came from organizations such as Ashoka, memo AG, United Nations Environment Programme (UNEP), ZHAW School of Management and Law, iq consult, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, or Global Nature Fund. The participation of two Young Leaders has been sponsored by the BMW foundation Herbert Quandt.

A high-level advisory board has been established and ten renowned leaders from public sector, civil society and private sector support the Young Leaders for Sustainability program

in the promotion of the concept of collective leadership:

Dr. Günther Bachmann, general secretary of the Council of Sustainable Development (RNE); Prof. Dr. Matthias S. Fifka, Cologne Business School; Monika Griefahn, director of the department of environment and social responsibility at AIDA Cruises, founder of Greenpeace Germany; Oda Heister, director Ashoka Germany gGmbH; Dr. Anke Martiny, member of the board of Transparency International Germany e.V.; Norbert Kunz, director of iq consult; Cornelia Richter, member of the board of the German Society for International Cooperation (GIZ) GmbH; Jürgen Schmidt, founder and chairman of the board of the memo AG; Kristina Steenbock, director of the Smart Energy for Europe Platform (SEFEP); Dr. Dr. Mario Tobias, general secretary of the Institute for Advanced Sustainability Studies (IASS) e.V.

One highlight of the program was the YLS dialogue event on the 30th of November 2012. More than 120 guests came together in Berlin for the event that demonstrated the relevance of such a program. Together with the 18 YLS participants of 2012 they discussed the future of leadership.

Along with the relaunch of the YLS program, a new corporate design was introduced that represents the leadership program in a new and fresh look. The Collective Leadership Institute received partial funding for the YLS program and dialogue event by the Global Civic Engagement (Engagement Global gGmbH), the service point for development initiatives by the Federal Ministry for Economic Cooperation and Development (BMZ).

RESEARCH & PUBLICATIONS

By the end of 2012 the Collective Leadership Institute on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Government of Brandenburg conducted a **research study** on the further development of Brandenburg's development cooperation addressing issues such as energy policy, impact research, agriculture, biotechnology, demographic change, and skilled personnel in rural areas.

The Collective Leadership Institute was awarded to carry out a **potential analysis** on behalf of the GIZ. The aim of the study was to investigate the economic potential for the Free State of Thuringia working more effectively and strongly on economic and development cooperation with developing and emerging nations, especially in countries such as Turkey, South Africa, Namibia, Georgia or Kazakhstan.

The practical guide for change agents "Working with Stakeholder Dialogues" is now also available in French. In November 2012 the French version "**Travailler par le dialogue entre parties prenantes** – les concepts clés et les compétences essentielles pour atteindre des buts communs" has been published and can be considered as a real milestone as it opens up great possibilities especially for our work in West Africa.

The Collective Leadership Institute published an **article** about the Generation Y in *OrganisationsEntwicklung*, a German magazine for organizational development and change management. The article "Visionen entwickeln – Was wir von der Generation Y lernen können" is



concerned with the question who and what is behind the Generation Y, what is their vision and what can we learn from them.

Collective Leadership Institute's director, Petra Kuenkel, was nominated by The Guardian to write a monthly **online column** for the Guardian Sustainable Business Hub. In this column she shares news and insights about our research process on Collective Leadership for Sustainability.



CONTRACTED INTEGRATED CAPACITY DEVELOPMENT

The Collective Leadership Institute's process support combines advisory, strategic process coaching, monitoring and evaluation with integrated capacity development for initiators and managers of stakeholder dialogues. Through our combination of capacity development programs and comprehensive process support services we assist you in the creation of local, national and international collaboration and consultation processes in the form of stakeholder dialogues that can be owned by all stakeholders and accomplish tangible outcomes with measurable and sustainable impact.

SELECTION OF INTEGRATED CAPACITY DEVELOPMENT ACTIVITIES IN 2012

Support to the water sector reform in the Congo Basin

Collective Leadership Institute supports the German development cooperation in implementing a sustainable water sector reform that finds acceptance among all relevant stakeholders. The project aims to improve water and sanitation services to the population. It advises the Congolese government in steering the reform and its implementation, and is creating a new legal and institutional framework on water. The Collective Leadership Institute accompanies the process and policy dialogue between the various institutions and Congolese partners involved.

Setting up a platform with the public and private actors from Germany and Southeast European countries

The Collective Leadership Institute is supporting the GIZ and the German Water Partnership (GWP) to build up a strategic cooperation in the water sector in Southeast European countries. The Collective Leadership Institute conducted a brainstorming workshop as well as a potential and context analysis that serves as the basis for further consultation on the network. As a long-term project it was meant to foster joined product development and the effective implementation of public-private partnerships.

Designing the engagement process for the capacity building within the African Union (AU)

Through its strategic process support the Collective Leadership Institute enhances the cooperation between the AU and the regional economic communities, the national governments of AU

member countries, international organizations and civil society in Africa. As part of the engagement process the Collective Leadership Institute carried out interviews with the key actors in the AU. Through a high-level workshop the potential of Collective Leadership Institute's approach has been conveyed and stakeholders in the AU could be sensitized on the potential synergies arising from a capacity building in stakeholder dialogues and collective leadership.

Developing a public private partnership (PPP) forum as part of SADC (Southern African Development Community)

Within the context of economic development in South Africa, the SADC-PPP Network aims at bringing together public and private sector parties in a forum to identify promising projects and support them in their strategy. The Collective Leadership Institute is supporting the process with strategic coaching of managers and leaders involved, facilitation of key-events and empowerment of network participants through the Collective Leadership Model. Further, a consulting initiative on collaborative strategies between private and public sectors including consultation and cooperation in highly political environments is part of the complex process.

FUNDED CAPACITY PROJECTS

In 2012 the Collective Leadership Institute submitted a grant proposal for strengthening civil society networks in the water sector at the European Commission jointly with the following partners: ACWUA (Arab Countries Water Utilities Association), RAED (Arab Network for Environment & Development), and the German Water Partnership. Through capacity building,



stakeholder dialogues, and best practice exchange, the methodological competence to lead result-driven engagement processes with different stakeholders will be embedded in the regular procedures of ACWUA and RAED. Moreover, both institutions will be equipped with monitoring and evaluation tools to measure the success of stakeholder engagement. Thus, the specific objective of the action empowering regional civil society organisation networks to take an active role in Integrated Water Resources Management (IWRM) in the Southern Mediterranean Region should be reached.



ONLINE CAPACITY DEVELOPMENT

The Platform www.StakeholderDialogues.net

Inspired by the vision to empower as many people as possible and to build capacity to implement sustainability in the field, the Collective Leadership Institute decided to build up an online platform that makes the renowned methodology on Stakeholder Dialogues available to a wide audience. Link und logo StakeholderDialogues.net is a learning space and a community directed towards practitioners from the private sector, the public sector, and civil society organizations. With StakeholderDialogues.net the Collective Leadership Institute aims to build a global network for change by activating networks and fostering mutual support among change agents in order to empower people to use our dialogic change methodology and collective leadership for sustainability. The design of this online platform is scheduled to be finalized by April 2013 and its launch is planned for May 2013.

Thanks to seed funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Society for International Cooperation (GIZ) the Collective Leadership Institute was able to start the project by the end of 2012.

In August 2013, at the time this annual report was finalized, the Collective Leadership Institute has been informed by the European

Commission about the grant approval. Hence, the project will be implemented starting autumn 2013.

3.3 IMPACT (INCLUDING OUTCOME)

Solving complex challenges arising from globally linked problems, conflict, economic disparities and the effects of climate change increasingly calls for result-oriented collaboration between the public sector, private sector and civil society. Therefore Stakeholder Dialogues are a key tool for sustainability.

Through our basic training "**Working with Stakeholder Dialogues**" almost 400 participants from all over the world had the opportunity to exchange experience, gain insights, knowledge and facilitation skills to prepare and conduct Stakeholder Dialogues. Each one could analyze his/her own case and define the cornerstones for the success of the initiative. The feedback provided by peers and facilitators enriched the discussion and helped them to identify the elements that could be improved to achieve better results.

The growing interest in Stakeholder Dialogues and the Collective Leadership Institute's dialogic approach reflects in the increasing demand for our capacity building programs. This statement is supported by our more than 1,200 alumni, who attended at least one of our courses and used our tools to identify key factors to move their change processes forward.

Environment and climate change - social development - health - cross-sectoral themes (PPP) - rural development – these are some of the sectors that benefited most from using the Dialogic Change Model in their stakeholder dialogue processes. Most of the initiatives are being implemented between public and private sector organizations, supported by development organizations.

The many success stories of our alumni, clients, and partners are the best proof of concept how Collective Leadership Institute's approach and methodology has a positive and valuable social impact. Based on the following practical examples you can learn more about change makers using Collective Leadership Institute's Stakeholder Dialogue approach and thus bringing forward initiatives for sustainability in dialogue with many different actors.

Creating a public-private german arab water sector network

Many countries in the Middle East suffer from inadequate water supply, a serious situation which can be greatly improved by including the knowledge and technology of German private-sector companies. The immediate need for awareness building was recognized and a Stakeholder Dialogue has been put in place in order to foster cooperation. The process was started and immediately gained support from prospective participants including German and Arab industry and trade associations, leading to the creation of the German Arab Water Sector Network.

One very concrete success of the networking activities over the last years is the approval of a European Union funded project focussing

on strengthening the water sector network in the MENA region that will be implemented by the network members beginning from September 2013.

Sustainable forestry in Morocco

The dissociation of responsibilities and a lack of expertise in interdepartmental and cross-sector collaboration for the protection of forests in Morocco has caused distrust towards collective approaches. By showing the different ministries how an interdepartmental dialogue on forest protection would promote their own goals common ground could be established and thus a stronger willingness for cooperation emerged.

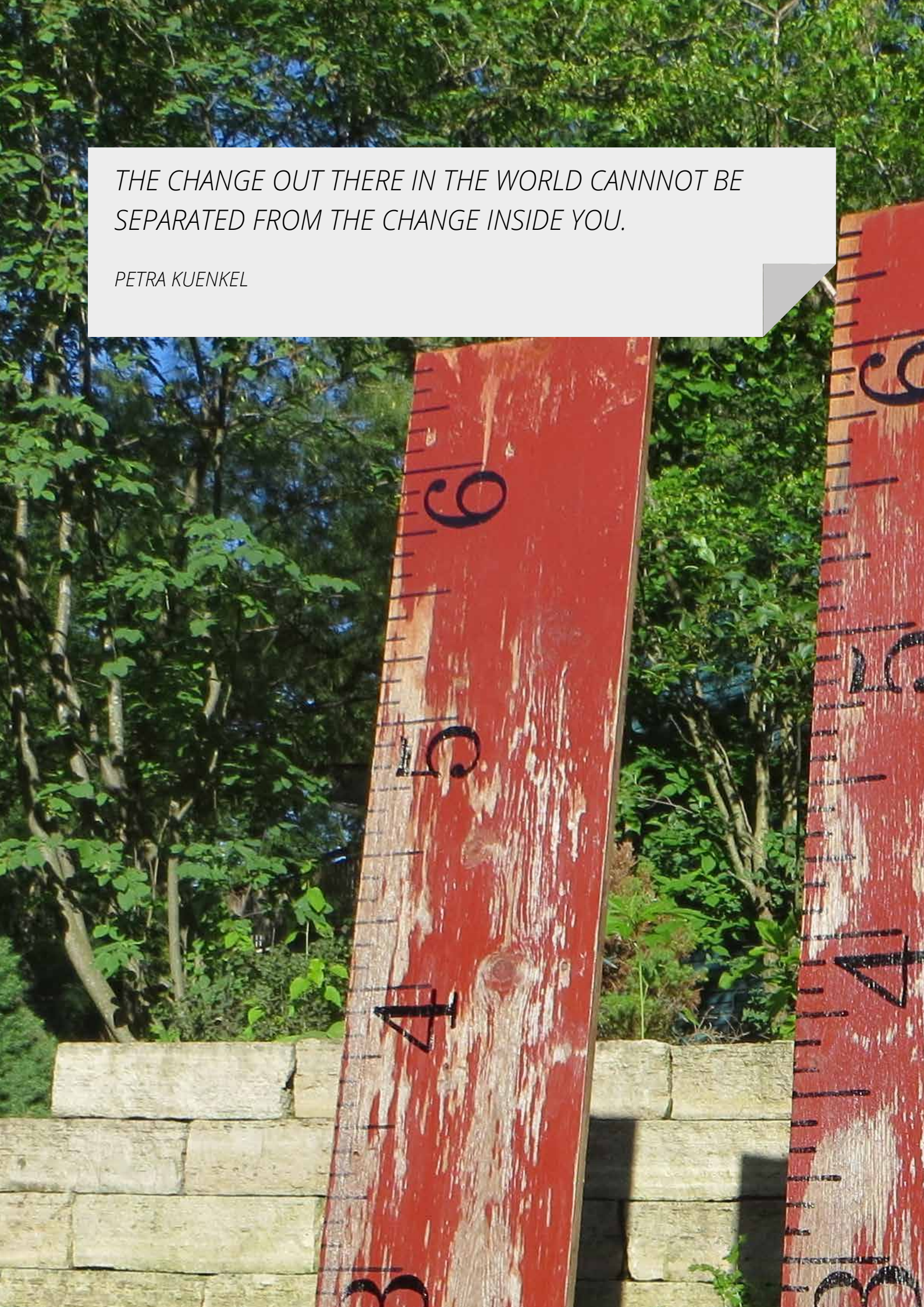
The personal contact and the way the dialogue was initiated conveyed an atmosphere of respect and awareness towards the differing perspectives of the ministries. The open dialogue with representatives from the ministries helped rule out any scepticism towards interdepartmental collaboration. This led to approximation of the ministries and the initiation of cross-sector collaboration concerning sustainable forestry and the protection of forests in Morocco.

The Comoros Islands: From conflict to unity

The ambitious plans to eradicate malaria on the Comoros Islands with aid of the Global Fund to Fight AIDS, Tuberculosis and Malaria had come to a halt in 2011 due to the disunity and conflicts between members of the regional committee. By applying Stakeholder Dialogues, the urgency of the situation and the different points of view were communicated to the members and a reunion of the committee was accomplished in short time.

THE CHANGE OUT THERE IN THE WORLD CANNOT BE SEPARATED FROM THE CHANGE INSIDE YOU.

PETRA KUENKEL



The dialogue that had taken place in the workshop enabled the group to develop a common understanding of what the Country Coordinating Mechanism (CCM) is; why it exists and how each different stakeholder can contribute to its effective operation. The meeting reenergised and confirmed the members' commitment, including those who did not take part in the workshop. The CCM started to act and feel like a group and produced tangible results and next steps. Several key committees were formed, which are responsible for monitoring, evaluating and preparing grant proposals and several follow-up meetings were held within a few days.

“Several members of the core group (container) went door to door in order to personally engage each member of the CCM and convince them of the importance of this meeting. What was the result? It was the first time in the history of the CCM that over 90% of the members were present. This was seen as a major success by all its members and we were thus able to go out of the meeting with concrete results and plan next steps.”

Directeur Générale de la Santé, Union des Comores

Reducing over crowding in Bangladeshi prisons

Massive overcrowding in Bangladeshi prisons, housing three times more prisoners than they were built for, poses a severe threat to prisoners' health. The root cause of this situation lies in the country's legal system, where there is insufficient access to legal advice and assistance and slow work on inmates' files. A project supported by the GIZ and incorporating all relevant authorities on the matter was called to life. With the help of multi-stakeholder dialogue, the situation could be analyzed accordingly and



a road map was drafted to reduce the problem of overcrowding. Well-structured formal and informal meetings brought more clarity into the process of cooperation.

Approaching a multi-stakeholder dialogue in this structured systematic way, enabled the larger implementation team to bring more clarity into the process of cooperation. Understanding how they could engage key players and generate more commitment for their joint procedures from different stakeholders resulted in new motivation and ideas for proceeding with a complex process. The project is on-going with the interim success: Key stakeholders such as the police, prisons, social welfare departments, women's affairs officers and NGOs have gained a common understanding of the problem. They are now working together for the first time to implement new interventions that will reduce the prison population.



3.4 EVALUATION AND QUALITY CONTROL

Different tools and instruments help us to evaluate our work and to get measurable results that allow us to improve our quality in a targeted manner. Qualitative and quantitative feedback is collected through questionnaires from the participants immediately following the visited course. Further, weekly reflection meetings take place within the capacity building program team in order to follow-up on relevant issues and react accordingly to maintain and improve the internal quality standards.

The overall assessment of the Working with Stakeholder Dialogues course in 2012 was highly positive, since most of our participants indicated that the content, methodology, learning materials and atmosphere were very good or excellent. Besides, more than 85% of them agree that the knowledge and skills gained definitely make a difference in their work with stakeholders and most of them already recommended the course to other colleagues

or professional partners. Almost 90% of our alumni expressed interest in taking their Stakeholder Dialogues to the next level of impact, joining in advanced courses for practitioners. One participant commented: „All the tools were very relevant for me! The content was very helpful as I conduct meetings and facilitate workshops regularly: a number of solutions to the challenges I face came out clearly. All our managers should be exposed to these tools!“ As a result, our portfolio was further improved and expanded to meet their demands. It allowed us to offer a more specialized course on „**Dialogic Facilitation Skills**“. The release of the first edition was a special highlight and received a very positive feedback.

The Collective Leadership Institute is considering the future development of further impact evaluation measures. Currently we are developing a customized Balanced Scorecard system that will be implemented in 2013.

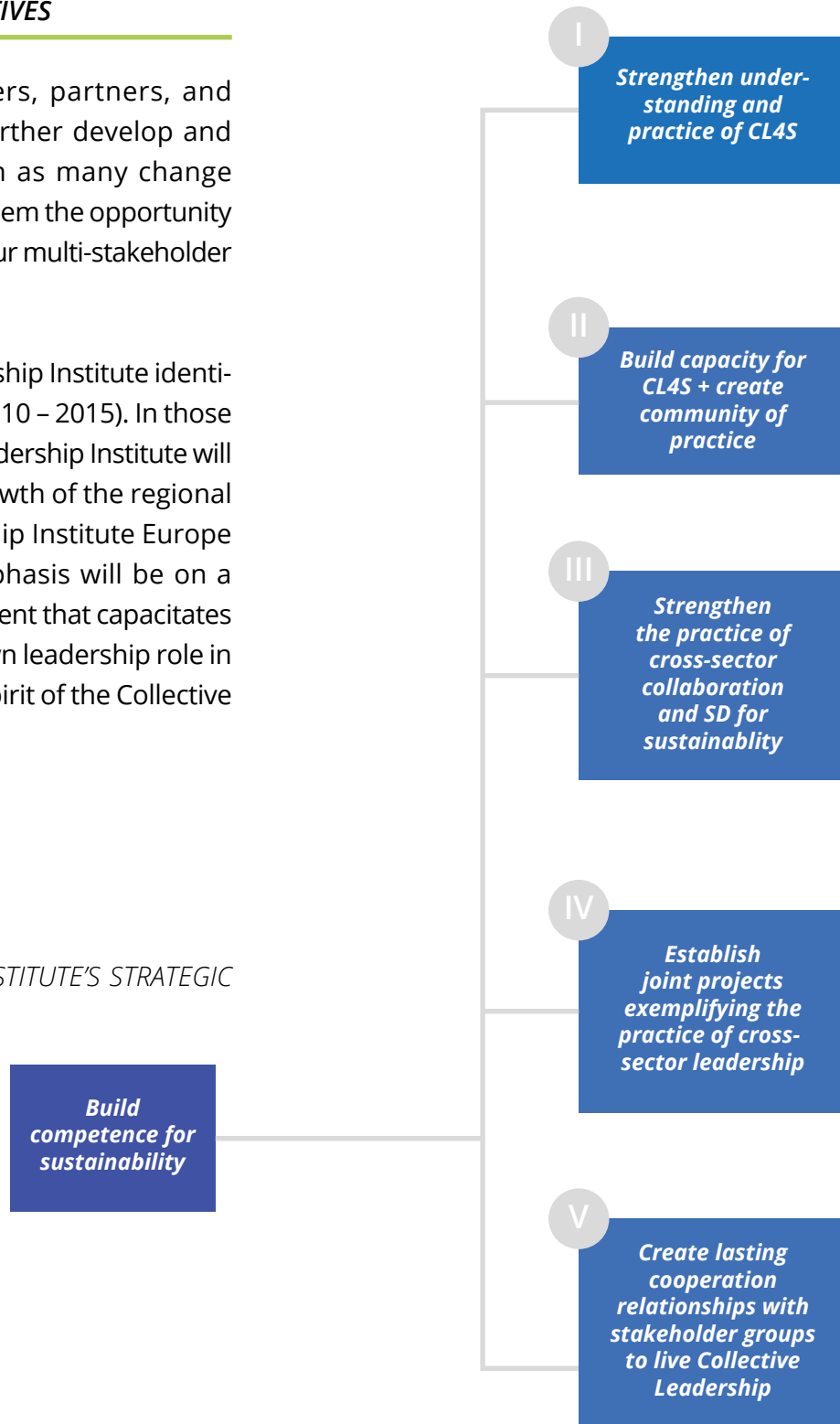
4. PLANNING AND OUTLOOK

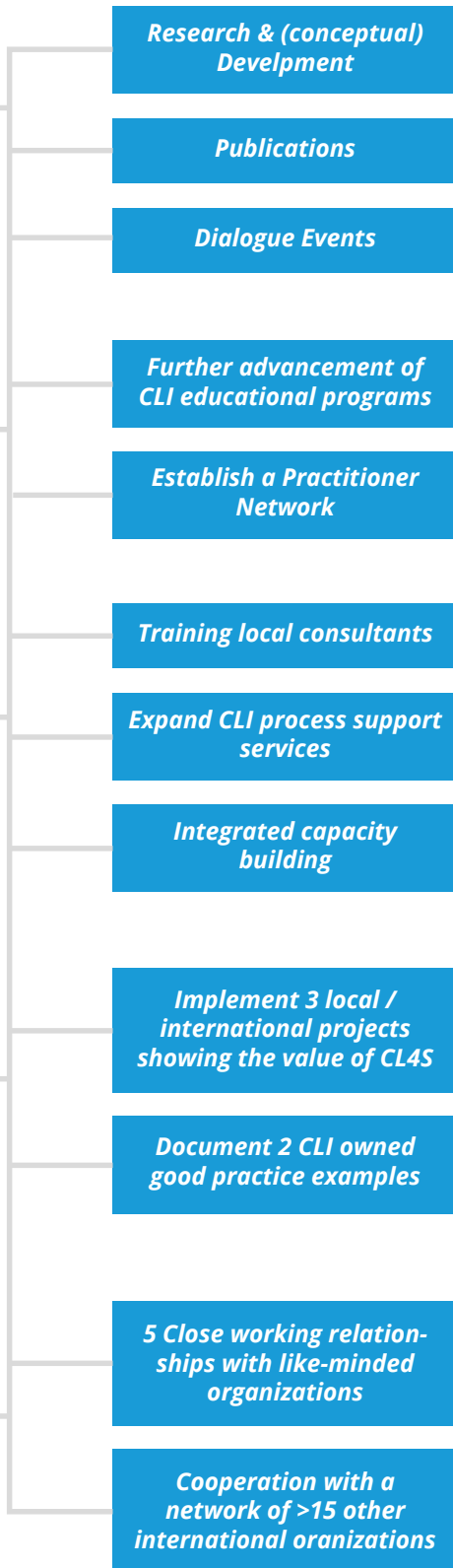
4.1 PLANNING AND OBJECTIVES

Together with our funders, partners, and associates, we want to further develop and expand in order to reach as many change agents as possible to give them the opportunity of having a real impact on our multi-stakeholder environment.

Thus, the Collective Leadership Institute identified its 5 year objectives (2010 – 2015). In those five years the Collective Leadership Institute will strengthen the further growth of the regional offices Collective Leadership Institute Europe and Southern Africa. Emphasis will be on a human resource development that capacitates the staff to take on their own leadership role in conveying the vision and spirit of the Collective Leadership Institute.

COLLECTIVE LEADERSHIP INSTITUTE'S STRATEGIC PLAN 2010 - 2015





Objective I
 Strengthening the understanding and practice of collective leadership for sustainability globally through research, publications and dialogue events.

Objective II
 Building capacity for collective leadership for sustainability and creating a community of practice through the advancement of the Collective Leadership Institute educational programs and the establishment of an practitioner network.

Objective III
 Strengthening the practice of cross-sector collaboration and stakeholder dialogues for sustainability through expanding the Collective Leadership Institute services in process support.

Objective IV
 Establishing pilot projects exemplifying the practice of collective leadership and cross-sector collaboration for sustainability.

Objective V
 Creating lasting cooperation relationships with different stakeholder groups to actively live collective leadership.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

THE POTENTIAL OF HIGH QUALITY DIALOGUE PROCESSES

Whether we talk about the difficulties in fair supply chain management, about climate change or about the conflicts between populations and governments: it actually becomes clear that humankind's capacity to dialogue, to find agreements and to find consensual issues is at the core of the future humanity. People must learn how to lead cooperation and dialogue processes and how to overcome the lack of insight into the world view of other people. That actually requires building competence and that is exactly what the Collective Leadership Institute offers. We believe that building competence at a larger scale helps people to master these challenges – to actually overcome conflicts, deepen democracy and make businesses responsible and to generally move humankind into a future that is probably determined more by our mutual understanding on mutual support.

THE TRENDS OF A NEW PARADIGM LEADERSHIP APPROACH

There is a little bit of a shift in terms of realizing that the old paradigm of leadership does not work anymore. That does not mean that the old paradigm does not have its relevance, because leadership development has been around for several decades. However the old leadership paradigm is a paradigm that is looking at the model of individual leaders and followers. There has been a lot of discussion on followership and how to work on the relationship between the leader and the followers. But only recently there has been more discussion on the factors that enable people to lead collectively and to take responsibility collectively. We believe that the Collective Leadership Institute is pioneering an approach with collective leadership that is probably one answer to what is needed in future. This approach means looking beyond the individual, not ignoring the individual, but looking beyond the individual. That is why we developed an approach out of twenty years of experience that is looking at collective action in cross-sectorial settings and at sustainability issues. Developing this approach is our contribution to a new leadership paradigm.

THE POTENTIAL FOR A NETWORK COMMUNITY OF PRACTITIONERS AND CHANGE AGENTS

The key to sustainable development lies in bringing together professional competence, stakeholder perspectives, political negotiation and result-oriented implementation. Innovative approaches and new solutions often derive from people's ability to dialogue and partner for the future. The quality of how we do this,



matters. While a more general theoretical framework of stakeholder dialogues is widespread, there is a lack of practical experience and methodological expertise in this field, especially in developing and emerging countries. Despite the high potential of this kind of approach, not enough stakeholder processes lead to the desired results because the capacity building measures are not adequately accessible on a large scale and with a low threshold. This applies particularly to representatives from developing and emerging countries.

This is where StakeholderDialogues.net (see also 3.2 work performed) fills a gap. As a combination of **comprehensive theory** and **practical e-learning exercises**, the online-platform StakeholderDialogues.net uses the power of **story-telling** and **case-coaching** to enable practitioners and change agents to become a stakeholder dialogue expert. The more people are empowered to use Stakeholder Dialogues as a methodology for profound change, the higher the likelihood that successful stakeholder cooperation becomes the norm.

4.3 RISKS

The risks identified in 2012 are:

Competence level of personnel

Matching the competence of staff with the growth process of the Institute and the demand for highly professional quality in the work we do.

This risk has been addressed by developing the staff into a professional faculty for the open and tailored programs.



The risk will be further addressed in 2013 by building a strengthened network of associates, recruiting more experienced personnel and further strengthening the competence of existing staff.

Dependency on contracted Integrated capacity development

In 2012 almost all integrated capacity development work has been contracted by one international organization.

This risk will be addressed by a two-pronged strategy - diversification of collaboration partners in 2013 and applying for funded self-designed project through Public Institutions.

5. ORGANIZATIONAL STRUCTURE AND TEAM

The Collective Leadership Institute is an independent, registered non-profit organization.

5.1 ORGANIZATIONAL STRUCTURE

At the end of 2012, eleven staff members were employed by the Collective Leadership Institute (CLI) e.V. The work has been supported by eight interns and one working student during 2012. In 2012 the Collective Leadership Institute worked together with seven associates from five different countries (Ethiopia, Germany, Philippines, Senegal, and South Africa). Collective Leadership Institute's associates are of particular importance to bring in their valuable expertise at our trainings and courses as co-facilitators.

The Collective Leadership Institute as a membership Association currently counts 23 members. The managing directors are supported by a board of six honorary board members. Organigram Collective Leadership Institute (year end 2012)

The team of the Collective Leadership Institute is a committed and motivated group of professionals with diverse backgrounds and expertise.

The team of the Collective Leadership Institute (year end 2012)

Andrew Aitken Project Manager Process Support & Course Facilitator

Vera Frieg Project Manager Process Support & Course Facilitator

Petra Kuenkel Director and Chairperson

Lea Große Vorholt Project Manager Capacity Building Programs & Social Media Expert

Kristiane Schaefer Deputy Director and Co-Chairwoman

Susanne Kern Project Manager Capacity Building Programs

Susanne Bauer Director Process Support

Alejandra Müller Project Manager Capacity Building Programs

Patricia Scannapieco Senior Project Manager Capacity Building Programs

Nahide Pooya Project Coordinator "Young Leaders for Sustainability"

Regina Eiblmeier Office Manager

Lisa Szeponik Project Manager "Young Leaders for Sustainability"

5.2 STATE OF ORGANIZATIONAL DEVELOPMENT

Since its foundation in 2005, the Collective Leadership Institute has matured quickly. Today, the Collective Leadership Institute team consists of 11 staff members. At the General Meeting of the Members in September 2011, the honorary advisory board has been elected. Parallel, Petra Kuenkel and Kristiane Schaefer were nominated to take over the responsibility as full-time managing directors.

The Collective Leadership Institute has a compact structure and a transparent system of communication. In August 2011, the Collective Leadership Institute joined the **Initiative Civil Society**. Initiated by the international organization Transparency Germany many actors from civil society and public sector defined 10 specific points that non-profit organizations should allow access to for the public. These include the statute, the names of the main decision makers, source and use of funds and the personnel structure. Under a voluntary declaration of the initiative the organizations agree in publishing all the information easily accessible on the website.

Collective Leadership Institute's capacity building programmes on Stakeholder Dialogues had been developed, evaluated, continuously improved and disseminated since the very beginning. Today they are well established training courses for change agents all over the world. Starting with the first course in 2005 in Potsdam, Germany, the courses are now offered in four different languages and on three continents.

In order to contribute to overcome sustainability challenges the Collective Leadership Institute will expand its open and integrated capacity development programs and design a scaling-up strategy in 2013. Personnel and organizational development will further be a focus in our work in 2013.

5.3 KEY PERSONNEL

Petra Kuenkel Managing Director and Chairwoman of the Board

Relevant experience and competence

Petra Kuenkel is an experienced senior consultant for systemic change management and leadership, serving private companies as well as public and development cooperation institutions. She has gained extensive experience in consulting complex change processes internationally (e.g. in Germany, Ethiopia, Malawi, South Africa), in particular cross-sector partnerships, multi-stakeholder dialogues and standard development for value chains. As a faculty member of international leadership programs, she has taught leadership development courses for Multinational Companies in the US and the UK. She teaches the MIT-originating dialogic change approach as well as dialogue programs and courses on cross-sector partnering and multi-stakeholder-dialogues.

Management experience

As the founder of the Collective Leadership Institute, Petra Kuenkel is the central figure for all strategic and operative aspects of the organization.

Specialist knowledge / Experience with target groups / Further qualifications

Petra Kuenkel is an accredited partnership broker under the IBLF/ODI Partnership Brokers Accreditation Scheme. Publications authored by her include the practical guide ‘Working with Stakeholder Dialogues’ and ‘Mind and Heart - Mapping Your Personal Journey Towards Leadership for Sustainability’. She writes for the Guardian Sustainable Business Leadership Hub.

Kristiane Schaefer Deputy Managing Director and Co-Chairwoman of the Board

Relevant experience and competence

Kristiane Schaefer has a focus on Leadership and Dialogue for Sustainability in cross-sector settings. She has more than 15 years of international work experience in the private sector and international organizations. Her professional expertise is on strategy and concept development, process facilitation, project management, networking and skills development for cooperation with the private sector.

Management experience

Kristiane Schaefer, co-founder, was instrumental in the creation and building of the Collective Leadership Institute. She initiated several strategic projects for the Collective Leadership Institute – such as ‘**Young Leaders for Sustainability**’ - a leadership development program building a network of changemakers for a sustainable future and sets a particular focus on expanding Collective Leadership Institute’s capacity building work to the West and East African countries.

Specialist knowledge / Experience with target groups / Further qualifications

Extensive experienced in the public sector as project manager and the integration of the co-operation with the private sector (PPP – public private partnerships).

Advanced training in diverse fields e.g. systemic change consultant (eurosysteam), group dynamic training for trainers and consultants, leadership lessons (debis Academy).



5.4 PARTNERSHIPS, COOPERATIONS AND NETWORKS

One of the most important principles of sustainability is the partnering principle. It describes the necessity to act together on a basis of mutual respect and transparency. Without reliable partnerships, neither the changes necessary for sustainable development can be initiated nor can they be sustained. Partnerships are one of the three cornerstones of our integrated approach to sustainability at the Collective Leadership Institute – therefore we are making them an integral part of our own work.

It is our objective to facilitate the exchange of the experiences on sustainable development and bring together highly motivated persons in order to build a network and develop our thoughts, concepts and ideas together.

Our partners and networks are:

Arab Countries Water Utilities Association (ACWUA)

Arab Network for Environment & Development (RAED)

Ashoka gGmbH

BMW Foundation Herbert Quandt

Cologne Business School

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Druckerei Steffen

Eberswalde University for Sustainable Development (HNE)

ENGAGEMENT GLOBAL gGmbH
Federal Ministry for Economic Cooperation and Development (BMZ)

Forum CSR

German Association for Environmental Management (B.A.U.M. e.V.)

German Water Partnership (GWP) e.V.

Institute for Advanced Sustainability Studies (IASS) e.V.

iq consult

memo AG

Rat für Nachhaltige Entwicklung (RNE)

Simon Vetter Stand Out International Inc.

Smart Energy for Europe Platform (SEFEP)

Think-cell

Transparency International Deutschland e.V.

UN Global Compact

Verbund Entwicklungspolitischer Nichtregierungsorganisationen Brandenburgs (VENROB e.V)

6. PROFILES OF THE ORGANIZATIONS INVOLVED

6.1 ORGANIZATIONAL PROFILE

Collective Leadership Institute e.V.

Location

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

Legal form

Non-profit organization / e.V. (eingetragener Verein)

Contact details

Collective Leadership Institute e.V.
Eisenhartstraße 2
14469 Potsdam
Germany

Phone: + 49 (0) 331 58 16 59 6-0
Fax: +49 (0) 331 58 16 59 6-22
germany@collectiveleadership.com
www.collectiveleadership.com

Collective Leadership Institute (NPC)
Postal: P.O. Box 36250, Glosderry, 7702,
Western Cape
Residential: 52/54 Francis Street, Woodstock
7915

Phone: +27 (0) 21 462 3902
Fax: +27 (0) 21 462 3918
southafrica@collectiveleadership.com

Foundation

The Collective Leadership was founded in 2005 by Petra Kuenkel and Kristiane Schaefer

Succession policy

None

Link to articles

<http://collectiveleadership.com/en/about-cli/organization/transparency.html>



Commercial register

Vereinsregister Potsdam, VR 7404 P from 08th June 2009

Non-profit organization

The Collective Leadership Institute e. V. , with its promotion for the 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 04th January 2012 according to § 5 clause 1 No. 9 of the German Corporate Income Tax Act and is recognized as a nonprofit organization.

The corporation Collective Leadership Institute e. V. 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 authorized to issue receipts confirming donations according to the officially prescribed form (§ 50 clause 1 EStDV) for donations which are turned towards the purposes mentioned above.

Tax statement

Tax statement issued by Potsdam Tax Office on 04th January 2012; Tax no. 046/142/12298

Employee representatives

None

<i>NO. OF EMPLOYEES</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
<i>Permanent employees (year end)</i>	6	10	11
<i>Number of full time employees</i>	5	7	9
<i>Number of part time employees</i>	1	1	2
<i>Paid on 400 EUR basis</i>	0	2	0
<i>Freelancers / Associates</i>	4	5	7
<i>Volunteers</i>	0	0	0
<i>Total employees</i>	10	15	18
<i>Number of full time equivalents (FTEs)</i>	5,8	7,95	10,6

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Petra Kuenkel is chairwoman of the board of the Collective Leadership Institute (CLI) e.V. and Kristiane Schaefer is deputy chairwoman. The essential tasks and functions of the management directors are governed in the management regulations.

6.2.2 ADVISORY BOARD AND GENERAL MEETING MEMBERS

The association's general meeting of members monitors the management and observes that their tasks are pursuant to statutory procedures. According to Collective Leadership Institute's statute the members meet every three years. The last general meeting of members was held on 30th September 2011.

An advisory board has been elected at the last general meeting.

The board members perform their duties on an honorary basis. The managing directors and the advisory board meet on a quarterly basis.

HONORARY ADVISORY BOARD MEMBERS



Jürgen Koch



Vera Fricke



Ricardo Ikaka Mata



Frank Appenzeller



Helga Lenz



Gudrun
Schneider-Farschid

6.2.3 CONFLICTS OF INTERESTS

The annual financial statements are prepared internally with the cooperation of an external tax consultant. The office manager is obliged to present the directors the financial reporting including bank statements at the end of each month.

6.3 SHAREHOLDER STRUCTURE

As an association, this point is not relevant.

6.4 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. The Collective Leadership Institute ensures that employment policy and practices are fair and equitable in regard to the individual and the employment laws of Germany.

The Collective Leadership Institute is an equal opportunity employer. We offer our employees flexible working hours and the possibility of home office when appropriate and the tasks are suitable. Private matters can be dealt with over the course of the day when necessary and in accordance with the supervisors. Employees are entitled to apply for ten days paid educational leave within a period of two years. Individual staff appraisal interviews with corresponding agreed goals take place on a regular basis. As all employees commute to the office using public transportation they receive a monthly compensation for their travel costs.

In our courses, events and meetings we strive to provide only organic and regionally produced products.

With regard to its environmental policy, the Collective Leadership Institute aims to minimize its use of natural resources, and seek to lessen its undesirable impact on the environment.

7. FINANCES

7.1 BOOKKEEPING AND ACCOUNTING

7.1.1 BOOKKEEPING

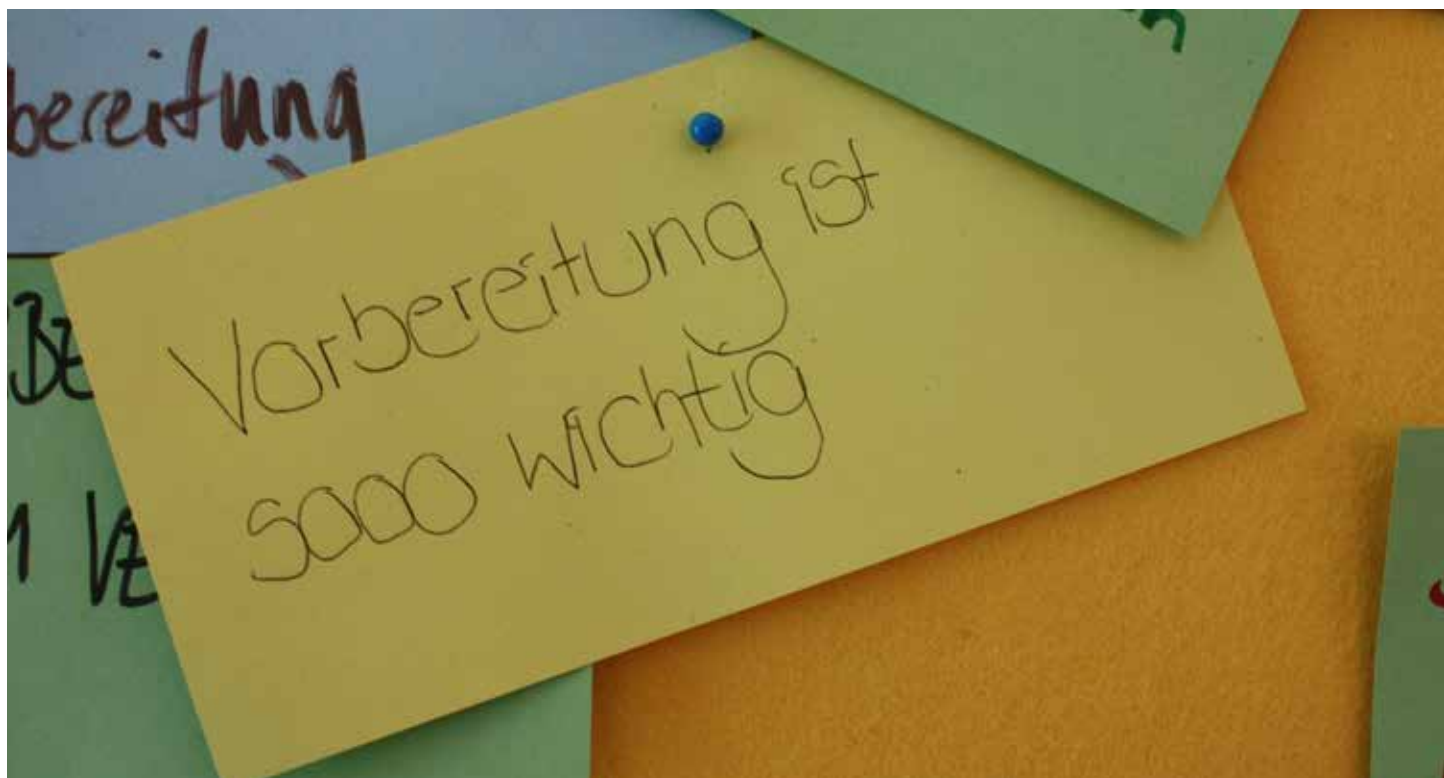
We currently use the single-entry bookkeeping method.

7.1.2 ANNUAL FINANCIAL STATEMENT

We compile an annual financial statement which consists of a statement of assets and liabilities and a profit and loss account. The annual financial statement is prepared internally and reviewed and finalized by the auditing and tax consulting firm ACCO GmbH, Kurfürstendamm 33, 10179 Berlin.

7.1.3 CONTROLLING

Collective Leadership Institute's internal controlling and reporting is based on Excel and compiled on a regular basis and is adapted to meet current demands. The board members are informed quarterly about Collective Leadership Institute's financial situation.



7.2 STATEMENT OF ASSETS AND LIABILITIES

AKTIVA		2012	2011	2010
		€	€	€
A. Fixed assets	<i>I. Intangibles</i>	2.960,32	3.803,00	4.223,00
	<i>II. Tangibles</i>	7.852,55	9.836,00	9.745,00
B. Current assets	<i>I. Cash and bank balance</i>	550.430,19	279.398,39	240.352,43
	<i>II. Other</i>	7.770,00	7.770,00	8.712,20
Total Aktiva in €		569.013,06	300.807,39	263.041,63

PASSIVA		2012	2011	2010
		€	€	€
A. Retained earnings	<i>I. Ideational area</i>	42.556,77	32.197,67	32.197,67
	<i>II. Interest</i>	4.745,27	3.344,83	3.344,83
	<i>III. Educational area</i>	275.842,16	212.041,81	212.041,81
	<i>IV. Consultancy area</i>	22.336,81	10.674,42	10.674,42
B. Annual result		268.205,67	42.548,66	
C. Other liabilities		0,00	0,00	4.782,90
Total Passiva in €		569.013,06	300.807,39	263.041,63

7.3 INCOME AND EXPENSES

<i>INCOME</i>	<i>2012</i>	<i>2011</i>	<i>2010</i>
	€	€	€
A. Income ideational area	21.563,00	13.029,10	120,00
B. Interest income	1.966,08	1.572,42	2.410,87
C. Income educational area	707.581,07	503.235,76	287.825,28
D. Income consultancy area	407.948,25	313.842,57	283.986,79
Total Income in €	1.139.058,40	831.679,85	574.342,94

<i>EXPENSES</i>	<i>2012</i>	<i>2011</i>	<i>2010</i>
	€	€	€
A. Personnel costs	479.175,25	326.688,40	148.755,51
B. Honorarium	81.722,27	152.368,97	86.094,89
C. Travel costs	90.227,64	108.648,12	76.885,69
D. Seminar and course costs	53.048,10	36.931,97	16.604,05
E. Facility cost	37.538,06	31.883,20	20.379,14
F. Administrative cost	37.800,34	32.849,87	15.111,08
G. Marketing cost	52.474,51	25.887,23	6.224,05
H. Depreciation	5.808,14	4.629,55	3.632,20

<i>EXPENSES</i>	<i>2012</i>	<i>2011</i>	<i>2010</i>
	€	€	€
<i>I. Tax</i>	32.075,00	65.653,64	24364,72
<i>J. Other expenses</i>	31,99	2.471,41	17.098,99
<i>K. Incidental monetary transaction</i>	951,43	1.118,83	889,70
<i>Total Income in €</i>	870.852,73	789.131,19	416.040,02
<i>Annual result in €</i>	268.205,67	42.548,66	158.302,92

7.4 MANAGEMENT REPORT

In 2012 the Collective Leadership Institute broke through the one million mark in turnover for the first time.

Our activities are primarily self-financed. Income is mainly generated by means of course fees for our various capacity building programs (open courses, tailor-made courses and YLS – see 2.3.4) and process support services. Only to a minor extent the Collective Leadership Institute was financed through donations, grants and membership fees in 2012.

The Collective Leadership Institute can report a sound financial situation. Direct project costs, personnel and other operational costs are financed through the income streams described above. Funding has been granted by ENGAGEMENT GLOBAL GmbH for our leadership program **Young Leaders for Sustainability**. The Collective Leadership Institute receives initial public financing by the Federal Ministry of Economic Cooperation and Development (BMZ) for the development of the online-platform **Stakeholderdialogues.net**. Its implementation work spans between 2012 and 2013 and the first funding instalments have been paid in the 3rd and 4th quarter 2012.

It is our goal to increase funding from general government budgets including other public financing sources for other projects in 2013.

New opinions are always
suspected and usually
opposed, without any other
reason but because they are
not already common.

(John Locke)



WWW.COLLECTIVELEADERSHIP.COM