

Annual Report 2019

[TOOL](#) [MY APPLICATIONS](#) [UNDERSTAND THE METHODOLOGIES](#) [SHARE](#) [FEEDBACK](#)

[PROFILE](#)

Open Your Compass and
navigate complex change by
leading collectively

[Back To Tool Landing](#)





Office Europe:

Collective Leadership Institute gGmbH
Kurfürstenstraße 1
14467 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

Office South Africa:

Collective Leadership Institute (NPC)
11 Abelia Street, Mont Claire
7785 Cape Town
South Africa

Phone: +27 83 772 0958
southafrica@collectiveleadership.com

Editing

Heidrun Zoller, Stephanie Langsch, Dominic
Stucker, Douglas F. Williamson, and Martin
Fielko

TABLE OF CONTENTS

WHO WE ARE	3
<hr/>	
1. SUBJECT AND SCOPE OF THE REPORT	4
<hr/>	
2. THE SUSTAINABILITY CHALLENGE AND CLI'S APPROACH TO ADDRESSING IT	5
2.1 THE SUSTAINABILITY CHALLENGE	5
2.2 PREVIOUS APPROACHES TO ADDRESSING THE CHALLENGE	5
2.3 CLI'S APPROACH	5
2.3.1 THE COLLECTIVE LEADERSHIP COMPASS	6
2.3.2 THE DIALOGIC CHANGE MODEL	7
<hr/>	
3. SUSTAINABILITY IMPACT IN 2019	8
<hr/>	
3.1 HONDURAS: SUPPORTING A NEW UNESCO BIOSPHERE	8
3.2 MOROCCO: PROMOTING YOUTH EMPLOYMENT IN RURAL AREAS OF MOROCCO	9
3.3 MOROCCO: TRAINING CYCLE FOR THE NATIONAL COMMITTEE FOR THE BUSINESS ENVIRONMENT	10
3.4 TUNISIA: GREEN ACTION NETWORK FOR THE MEDINA	11
3.5 EVALUATION AND QUALITY CONTROL	12
<hr/>	
4. PLANNING AND OUTLOOK	14
<hr/>	
4.1 STRATEGY	14
4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES	15
4.3 RISKS	15
<hr/>	
5. ORGANISATIONAL STRUCTURE AND TEAM	16
<hr/>	
5.1 ORGANISATIONAL STRUCTURE	16
5.2 SHAREHOLDER STRUCTURE	16
5.3 KEY PERSONNEL	16
5.4 MANAGING PARTNERS	17
<hr/>	
6. PROFILES OF THE ORGANISATIONS INVOLVED	18
<hr/>	
6.1 ORGANISATIONAL PROFILE	18
6.2 CORPORATE GOVERNANCE	19
6.2.1 MANAGEMENT BOARD	19
6.2.2 FINANCIAL REPORTING	19
6.3 ENVIRONMENTAL AND SOCIAL PROFILE	19
<hr/>	
7. FINANCES	20
<hr/>	
7.1 BOOKKEEPING AND ACCOUNTING	20
7.1.1 BOOKKEEPING	20
7.1.2 ANNUAL FINANCIAL STATEMENT	20
7.1.3 CONTROLLING	20
7.2 MANAGEMENT REPORT	20
7.3 STATEMENT OF ASSETS AND LIABILITIES	21
7.4 INCOME AND EXPENSES	22

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 organization 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 realizing 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 2019, as well as the extent to which these have contributed to the Institute's vision and desired impact. This report was completed in September 2020 and follows the Social Reporting Standard (SRS).

CLI's work in 2019 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 2019 shows that all of them have advanced greatly over the course of the year. 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 4134 people who have been capacitated with our methodologies globally, with 635 new alumni in the year 2019. 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 Academies Network** which allows us to tailor our approach to local needs.

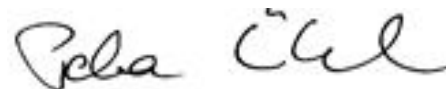
The pillar of **Thought Leadership** focuses on bringing the conceptual and academic core of our methodologies into the world through publications, events, and inspiring new partnerships and global networks. One of the inspiring events of 2019 that our Executive Director co-organized was the symposium on an "Emerging New Civilization" in March 2019 in Dubrovnik, in collaboration with the **International Club of Rome** and the **World Academy of Arts and Science**. This was complemented by the internationally recognized publication "*Stewarding Sustainability Transformations*", which strongly features CLI's methodologies and their scientific basis. The publication received recognition as a "Report to the Club of Rome".

In the area of **Transformation Support**, we successfully delivered funded projects through long-term partnerships in Egypt, Tunisia, Honduras, Bangladesh, Ethiopia, South Africa, Germany and Jordan. Hence, we have been contributing to realizing multiple SDGs at various scales by building collective leadership capacity and transforming stakeholder systems into functional Collaboration Ecosystems that achieve tangible results. Four 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 interactive, digital Collective Leadership Compass Tool, as well as through our growing networks of alumni, Specialists, Collective Leadership Academies, and partners.

The achievements in 2019 would not have been possible without dedicated people within our own organization 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! Enjoy reading the Collective Leadership Institute's 2019 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 that operate 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,**

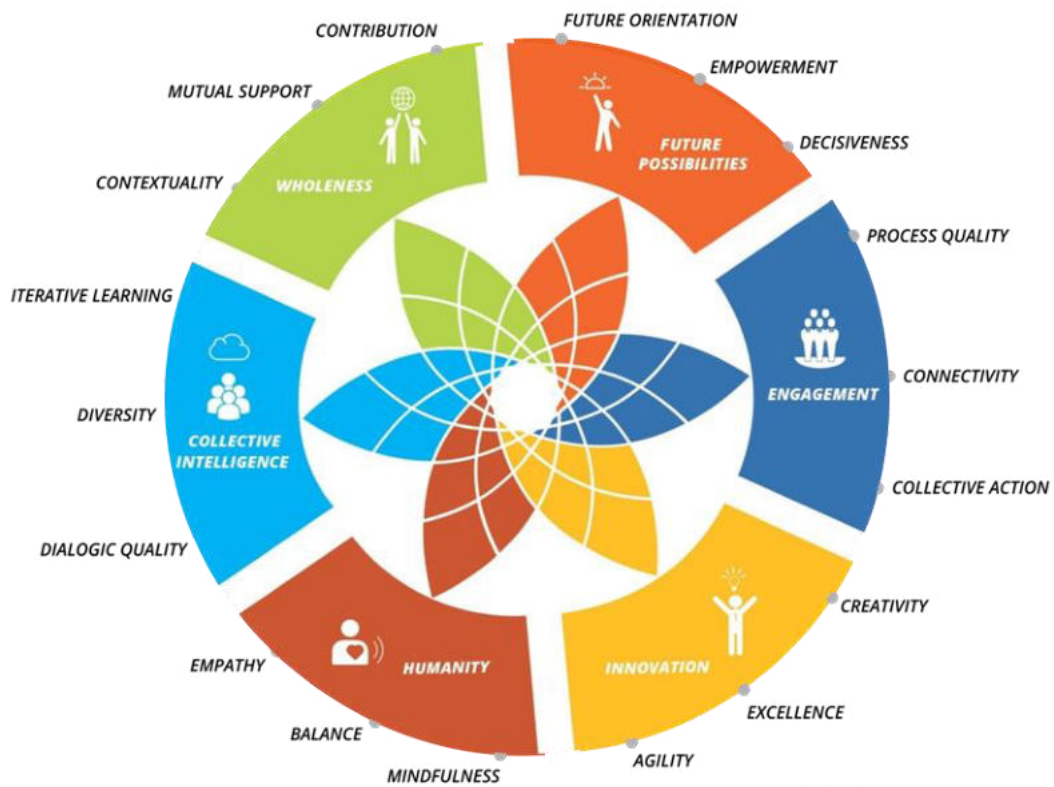
and leading together. Our methodology focuses on the implementation of Collective Leadership, Stakeholder Collaboration and Dialogues, and cooperation between private sector, public sector, and civil society in order to overcome today's social and global challenges. Our aim is to strengthen cooperation 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

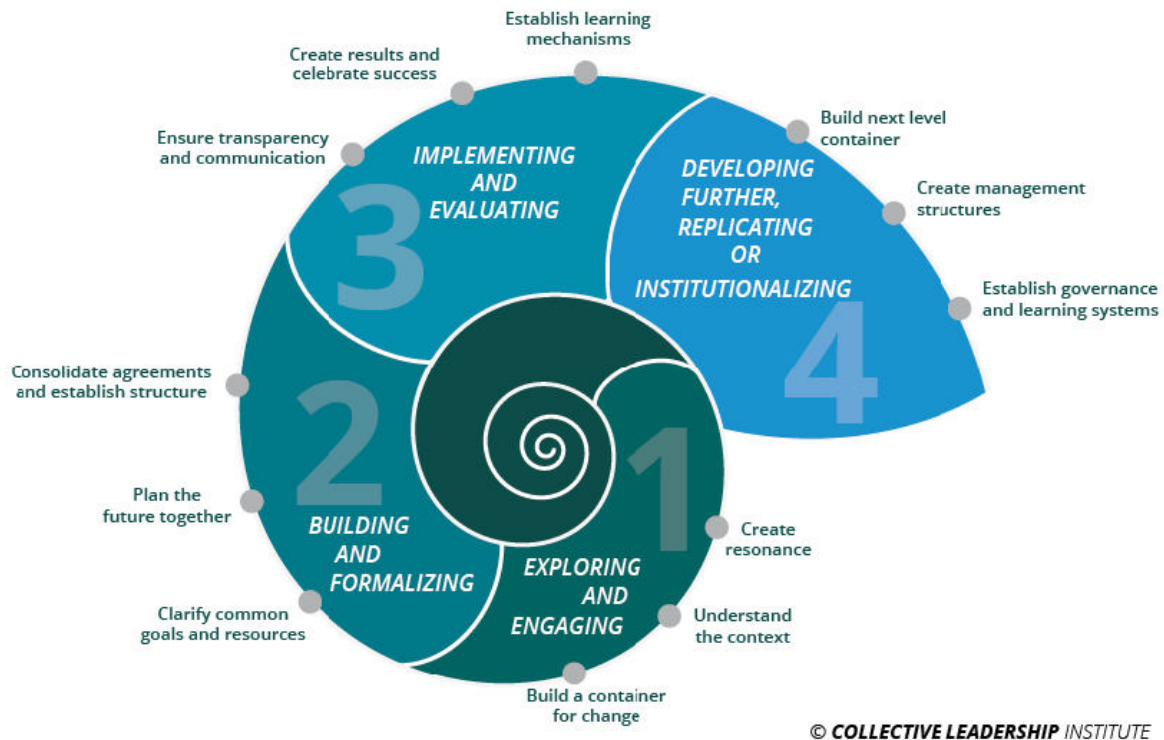


© Copyright Petra Kuenkel WWW.COLLECTIVELEADERSHIP.COM

<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way of change and engaging different stakeholders
<i>COLLECTIVE INTELLIGENCE</i>	Respecting difference and communicating in a way that furthers collective intelligence
<i>INNOVATION</i>	Developing our potential to spot innovative solutions to sustainability challenges
<i>WHOLENESS</i>	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** – create and cultivate 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 in a requires developing one’s affinity for dealing with diversity, as well as one’s communication and management skills.

3. SUSTAINABILITY IMPACT IN 2019

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

3.1 HONDURAS: SUPPORTING A NEW UNESCO BIOSPHERE



Located in western Honduras, the UNESCO Cacique Lempira Señor de las Montañas biosphere reserve covers an area of 168,634 hectares and hosts a large number of endangered and endemic species. It was designated as a biosphere reserve in 2015 and has a population of over 150,000 inhabitants, with traditional agriculture being the main economic activity.

In 2019 and 2020, CLI carried out a series of workshops with the locally emerging stakeholder system around an initiative to create a management plan for the biosphere reserve. The workshops were joined by 17 stakeholders from governmental organizations at the national and community level, universities, civil society associations and private sector entities from the coffee sector.

The participants formed three working groups in the areas of development, conservation, and logistical support and were trained in stakeholder collaboration and collective leadership skills. At the final Art of Dialogue workshop in the series in March 2020, eight of the participants were certified as Collective Leadership Specialists.

In the workshops, participants focused on economic and ecological aspects of the

biosphere reserve as well as on logistical support for awareness-raising, empowerment, and education. They acquired dialogic facilitation skills, gained a deeper understanding of the existing governance structure and created two-year spanning process architectures for the launch of a management plan for the biosphere reserve. In addition, each working group agreed on a 9-12 month process plan for their respective points of focus.

At the end of the workshop series, participants had a much clearer idea of the structure and pathways forwards for enlivening stakeholders to engage in participatory processes for creating and eventually implementing a management plan for the biosphere reserve.



(<https://sustainabledevelopment.un.org/sdgs>)

3.2 MOROCCO: PROMOTING YOUTH EMPLOYMENT IN RURAL AREAS OF MOROCCO



Youth unemployment, especially in rural areas, is a key challenge for Moroccan authorities. Despite the economic growth that Morocco has experienced in the last years, a significant part of the young population is not yet integrated into the labor market.

In this context, CLI collaborated with the Gesellschaft für Internationale Zusammenarbeit (GIZ) to develop multi-stakeholder collaboration and collective leadership skills for local administrations engaged in promoting youth employment in rural areas of Morocco. The National Agency for the Development of Employment and Competencies (*Agence nationale de promotion de l'emploi et des compétences – ANAPEC*) needs to collaborate with a variety of local, regional and national stakeholders to harmonize efforts, identify synergies, and ensure results on the ground.

As a part of an ongoing series of capacity-building trainings for different stakeholder representatives on the national, regional, and local levels, CLI offered its core training module on the Dialogic Change Model for members of the stakeholder system working within the GIZ project Promoting Youth Employment (*Promotion d'emploi des jeunes en milieu rural – PEJ*). The participants consisted predominantly of different public sector representatives, with the National Employment Agency in the official lead and including a group of representatives from the

regions Fes Meknès and Benimellal-Khénifra and their provinces.

Challenges were the coordination of activities while respecting different mandates, an atmosphere of collective responsibilities that ensured contributions of all stakeholders, and ensuring support by decision-makers. As a result of the training, an informal dialogue network of stakeholders across provinces and regions was established, as well as concrete actions plans for upscaling harmonized efforts and launching coordination efforts in newly included provinces were developed.

#SDGs:



(<https://sustainabledevelopment.un.org/sdgs>)

3.3 MOROCCO: TRAINING CYCLE FOR THE NATIONAL COMMITTEE FOR THE BUSINESS ENVIRONMENT



The National Committee for the Business Environment in Morocco (*Comité National de l'Environnement des Affaires – CNEA*) was created in 2009 to identify and implement measures to enhance Morocco's attractiveness to investors. A high-level body chaired by the Prime Minister, it is composed of representatives of public and private sectors providing a platform for public-private dialogue on how to improve the Moroccan business environment.

In partnership with the Gesellschaft für Internationale Zusammenarbeit (GIZ), CLI collaborated with the Secretariat of CNEA to develop skills in collective leadership, stakeholder dialogues and dialogic facilitation for selected members of the Secretariat.

The collaboration's aim was to strengthen the national and international impact of CNEA as a high-level public-private platform that catalyzes the commitment and public-private collaboration needed to improve the business environment in Morocco. Throughout 2019, CLI realized a training cycle with its three basic training modules – the Art of Leading Collectively, the Art of Stakeholder Collaboration, and the Art of Dialogue – and webinar with the proven practice-oriented approach of integrating the selected challenges and projects of the participants throughout the cycle.

During the modules, participants used the Collective Leadership Compass and the

Dialogic Change Model to work on selected projects and collaboration initiatives.

The training cycle resulted in strengthening the national and international impact of CNEA as a high-level public-private platform. Ownership and shared responsibility were promoted and a multi-year strategy for improvement of the business environment was defined.

#SDGs:



(<https://sustainabledevelopment.un.org/sdgs>)

3.4 TUNISIA: GREEN ACTION NETWORK FOR THE MEDINA



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.

Following the highly successful first project on setting up an action-oriented dialogue platform (“Bab el Medina” platform) between local administration and citizens for the revitalization of the Souk al Mouajel, a historic covered market, the second initiative focused on the environmental aspects in the Medina, the ancient city centre in Kairouan, a UNESCO world heritage site.

In particular, points of focus included the reduction of pollution through dysfunctional waste management and exhausts. Accordingly, the initial Bab el Medina platform has been expanded to include the National Waste Management Agency and the New Environmental Police. Citizens and local public officials on the platform chose the area around Rahba Place in the Medina to develop a comprehensive plan for a sustainable redesign of the city’s area, including energy efficient public transport, pollution reduction and improved waste management and recycling. The platform is organized into task forces advancing the funding and implementation of each step of the plan.

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

In 2020, CLI and WLK will continue to work together in a two year project to establish a regional network of youth NGOs across central Tunisia – the Young Collective Leaders Network for Good Governance. In a trainers-of-trainer approach, CLI and WLK will train and coach project teams from three youth NGOs to set up their local dialogue platform for sustainable development with stakeholders, and eventually to come together in a regional youth leader network for good governance.

#SDGs:



(<https://sustainabledevelopment.un.org/sdgs>)

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. Reflection meetings take place among faculty members and program 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 building workshop. Of the total number of 4134 Alumnis of our educational programs, **635 people took part in CLI trainings in 2019, a record for the organization.**

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 2019:

Quality Criteria (percentage of course participants who...):				Weighted Average
Assess the relevance of the course for their daily work as high or very high (across all participants)	93%	98%	95%	96%
Assess the professional expertise of facilitators as good or excellent (across all participants)	100%	97%	95%	97%
Would recommend the training to colleagues or professional partners (across all participants)	100%	98%	95%	98%

These figures are drawn from participants' anonymous assessments of our 2019 courses.

Whereas 523 participants completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our 112 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	The Art of Dialogue	Total
Number of alumni in open course in 2019	24	67	21	112

OVERALL ALUMNI STATISTICS (2019)

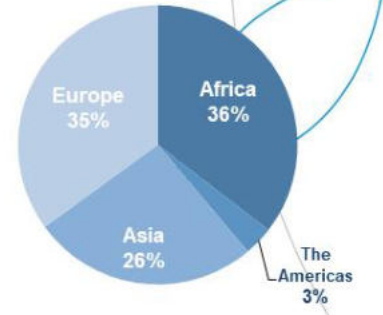
4134
ALUMNI OF CLIP'S EDUCATIONAL PROGRAMMES

118
COUNTRIES WHERE OUR ALUMNI ARE ACTIVE

ALUMNI BY SECTOR



ALUMNI BY REGION WHERE COURSES TAKE PLACE



635

ALUMNI OF CLIP'S EDUCATIONAL PROGRAMMES IN 2019

199

COURSES ON STAKEHOLDER COLLABORATION AND COLLECTIVE LEADERSHIP FROM 2009 - 2019

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 organizations 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 programs 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 core Collective Leadership Academies in Germany, South Africa, and Cambodia.

The development of our **Collective Leadership Academies Network (CLAN)** will be pursued by accrediting individuals and small teams as Collective Leadership Facilitators to establish Academies 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 CLAs 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 organizations 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 organizations and teams working to realize 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 Academies 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 CLA 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 2019 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.

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: 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 fulfill 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 conceptualizing, planning, co-organizing, 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 specializes 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

Contact details

Collective Leadership Institute gGmbH
Kurfürstenstraße 1
14467 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)
11 Abelia Street, Mont Claire
7785 Cape Town
South Africa
Phone: +27 83 772 0958
southafrica@collectiveleadership.com
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/article/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 recognized as a nonprofit 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 authorized 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

<i>NUMBER OF TEAM MEMBERS</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Permanent employees (year end)	10	10	8	7	9	10
Of which full time employees	10	8	6	6	9	10
Of which part time employees	0	2	2	1	0	0
Freelancers / Associates	16	10	2	2	4	4
Total employees and associates	26	20	10	9	13	14
Interns	0	0	2	0	1	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 minimize 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 finalized by the auditing and tax consulting firm Dr. Knabe, Jägerallee 37 i, 14469 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		2016	2017	2018	2019
		€	€	€	€
A. Fixed assets	I. Intangibles	949,00	37.967,00	37.512,80	25.409,00
	II. Tangibles	4.080,00	2.894,00	1.469,00	1.146,00
B. Current assets	I. Cash and bank balance	220.496,02	270.902,53	594.118,45	553.960,91
	II. Other	38.277,21	42.903,23	22.275,81	38.401,57
TOTAL ASSETS IN €		269.153,23	354.666,76	655.376,06	618.917,48
LIABILITIES		2016	2017	2018	2019
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		352.071,84	195.813,27	271.079,68	374.318,75
C. Annual result		-156.258,57	75.266,41	103.239,07	151.385,26
D. Total equity in €		220.813,27	296.079,68	399.318,75	550.704,01
E. Provisions		4.000,00	4.000,00	4.000,00	5.000,00
F. Other liabilities		44.339,96	54.587,08	252.057,31	63.213,47
TOTAL LIABILITIES IN €		269.153,23	354.666,76	655.376,06	618.917,48

7.4 INCOME AND EXPENSES

INCOME	2016	2017	2018	2019
	€	€	€	€
A. Income ideational area	100,00	0	0	0
B. Other operational income	0,00	8.074,64	1.908,75	15.237,28
C. Income educational area	639.567,02	763.843,20	1.237.820,97	1.258.967,89
D. Income consultancy area	310.330,12	125.869,42	37.042,77	112.217,16
TOTAL INCOME	949.997,14	897.787,26	1.276.772,49	1.386.422,33
EXPENSES	2016	2017	2018	2019
	€	€	€	€
A. Personnel costs	455.036,84	408.963,44	539.459,09	604.267,96
B. Honorarium	341.528,16	226.024,84	328.354,64	319.600,60
C. Travel costs	152.431,58	91.292,62	169.499,56	129.896,08
D. Seminar and course costs	41.871,72	10.001,51	33.711,42	51.056,14
E. Facility cost	42.664,82	29.518,83	17.570,74	18.367,50
F. Administrative cost	53.829,57	39.933,47	40.782,43	54.321,30
G. Marketing cost	13.772,50	9.341,93	29.470,50	26.904,32
H. Depreciation	3.835,19	6.890,04	13.000,32	15.351,54
I. Tax	0,00	554,11	0	11.850,60
J. Other expenses	0,00	0,06	1.684,72	3.421,03
K. Incidental monetary transaction	1.285,33	N/A	N/A	N/A
TOTAL EXPENSES	1.106.255,71	822.520,85	1.173.533,42	1.235.037,07
ANNUAL RESULT IN €	-156.258,57	75.266,41	103.239,07	151.385,26



OFFICE GERMANY

Kurfürstenstraße 1
14467 Potsdam

Tel.: +49 (0) 331.5816 596-0

Fax: +49 (0) 331.5816 596-22

germany@collectiveleadership.com

OFFICE SOUTH AFRICA

11 Abelia Street
Mont Claire

7785 Cape Town

Tel.: +27 83 772 0958

southafrica@collectiveleadership.com

www.collectiveleadership.com

www.compass-tool.net

www.petrakuenkel.com