

Annual Report 2023





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WHO WE ARE

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

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

OUR VISION

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

Sustainability is truly a 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 **Collective Leadership Academy**, our **Thought Leadership**, our **Transformation Stewardship**, and our development of **Movement Building**, 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 differences 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 2023, as well as the extent to which these have contributed to the Institute's vision and desired impact. This report was completed in August 2024 and follows the Social Reporting Standard (SRS).

2023 marks a year of consolidation after the tremendous change the year before: the strategic pillars Collective Leadership Academy and Transformation Stewardship increased their alumni number and the impact they achieved. This allowed for more financial stability and is reflected in our business figures. 2023 was also a year of innovating our other two pillars, Thought Leadership and Movement Building, to the next level. Although the year has been successful for CLI as an organisation, the external challenges of collaboration and achieving sustainable development remain. Russia continued its war of aggression in Ukraine and a new level of violence erupted in the Levante region, both conflicts showing us that we can only overcome them if we embrace the principles of collaboration and dialogue.

CLI's work in 2023 contributed to the four strategic pillars of the **Collective Leadership Academy**, **Thought Leadership**, **Transformation Stewardship**, and **Movement Building**. A short look at each of these pillars and the impact achieved in 2023 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 how thoroughly the slightly updated strategy has been anchored among all team members.

With CLI's **Collective Leadership Academy**, we have reached a total of 6544 people and fully certified 363 Collective Leadership Specialists who have been capacitated with our methodologies globally, with 561 new alumni in the year 2023. The number of alumni increased, as we started hybrid offers that allow for in-person and online participation in the same course, and also had more on-site courses around the world as the COVID pandemic did not play a role anymore. Our tested methodologies to bring about transformations in sustainability of our Collective Leadership Hubs Network allow us to tailor our approach to local needs and were also drivers of this positive development.

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. The Transformation Literacy Conference we started last year developed into a week-long online event and an in-person kick-off meeting in Potsdam. With the topic "Governance and Democracy" we attracted 284 participants from 62 countries and 12 international expert speakers made this event relevant and successful again. Furthermore, we announced there the Transformative Partnership Award call for projects. This Award highlights exceptional multi-stakeholder partnerships from around the world. It will be awarded for the first time next year.

In the area of **Transformation Stewardship**, we successfully delivered funded projects, partly online, partly back in-person, through long-term

partnerships in Bangladesh, Jordan, Germany, Mongolia, Morocco, Tanzania, Tunisia, Ukraine, the United States, and the Western Indian Ocean region. 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. Three of these projects will be featured in this report.

The area of **Movement Building** – specifically a movement for learning and action for collective leadership for sustainability – was advanced through the third Re:Connect online event in September – an exclusive event for our global network of certified Collective Leadership Specialists. We increased the level of self-organization and engagement in the Community of Practice by offering so-called Collective Leadership in Practice (CLiP) sessions, where the Specialists exchange monthly on a topic that is relevant to them.

The achievements in 2023 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 2023 Annual Report.



Elisabeth Kuehn

Co-Executive Director of the Collective Leadership Institute,
Senior Project Manager



Martin Fielko

Co-Executive Director of the Collective Leadership Institute,
Head of Educational Programmes and Marketing

– 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 time, 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 an increasing amount of greater 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 missed 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. We aim to strengthen cooperation and partnerships for the sustainable development on national and international levels, and, in achieving this, promote positive societal change.

Relying on more than 20 years of experience in helping people to collaborate successfully, the Collective Leadership Institute has developed a practice-oriented approach to stewarding change in complex multi-stakeholder settings. **The Collective Leadership Compass (see next page) empowers leaders to navigate collaboration successfully by attending to a pattern of human competencies** in six dimensions: *Future Possibilities, Engagement, Innovation, Humanity, Collective Intelligence, and Wholeness*. The Compass is a guiding tool that empowers leaders and change agents to navigate complex settings collaboratively around values of sustainability and responsibility. It helps to implement more outcome-oriented and constructive co-creation. The Compass can be used to strengthen our individual leadership skills, to enhance the leadership capacity of a group of actors, and to shift systems of collaborating actors towards better co-creation. The **Dialogic Change Model** helps to create roadmaps for successful transformative change.

2.3.1 THE COLLECTIVE LEADERSHIP COMPASS

Navigating complex change and multi-stakeholder collaboration

COLLECTIVE LEADERSHIP COMPASS

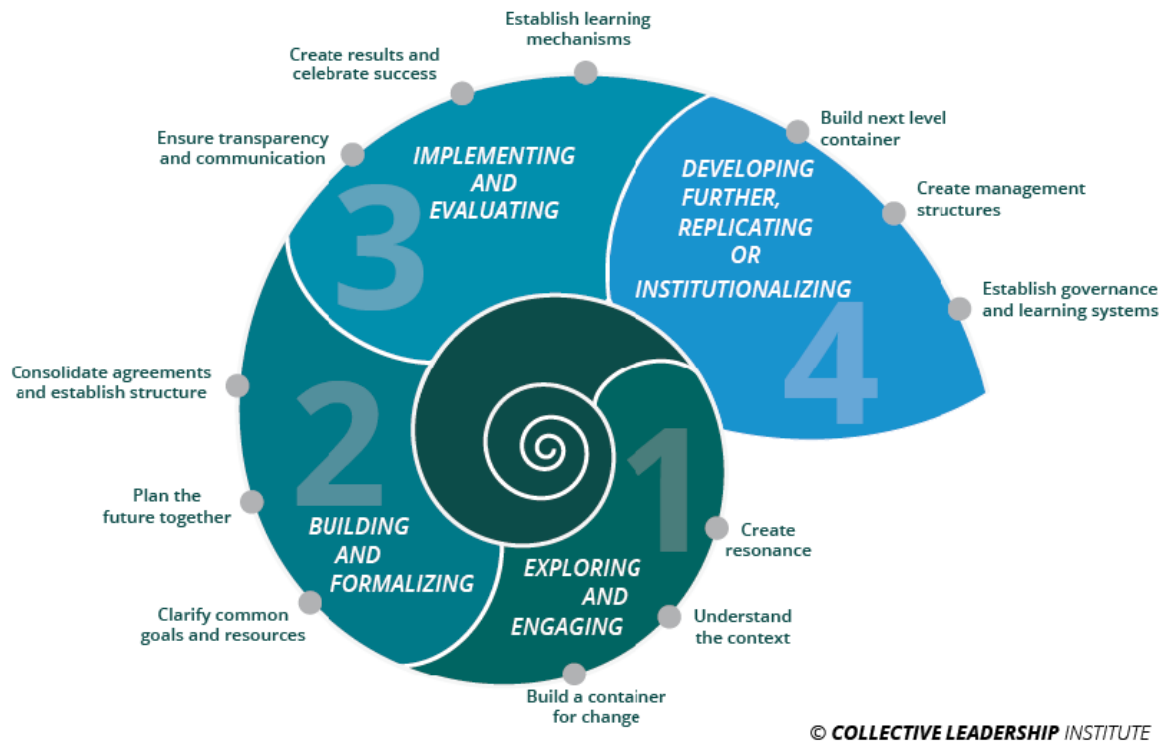


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<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way 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** – creates and cultivates ownership of change towards sustainability. This requires a certain methodological knowledge consisting of process and change management experience, the dialogical approach, and self-reflection methods. Bringing together stakeholders with different backgrounds and various interests requires developing one's affinity for dealing with diversity, as well as one's communication and management skills.

3. SUSTAINABILITY IMPACT IN 2023

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

3.1 EGYPT, JORDAN, LEBANON, PALESTINE, TUNISIA – WOMEN EMPOWERMENT IN POLITICS AND ECONOMY IN THE MENA REGION



CLI explored stakeholder engagement for empowering women economically and politically in the MENA region with the team from Gesellschaft für Internationale Zusammenarbeit (GIZ's) WoMENA regional project. For the first time, all project team members from Tunisia, Egypt, Jordan, Lebanon, Palestine and Egypt came together to discuss the demands of balancing regional and national activities, navigating the differences and commonalities across the region, and developing engagement strategies on a topic that is sensitive and paramount for the true sustainable development of any country.

Within 'The Art of Stakeholder Collaboration' format, CLI and the project team developed goals for selected national activities. These goals included promoting Girl's Day and increasing the representation of female elected leaders. In the continuing conversation, a globally

relevant theme emerged: the issue of unpaid care work and its implications for keeping women out of political and economic power, putting overall strain on societies and blocking countries from developing the full range of their social and economic wellbeing. The topics of advocacy for women's empowerment and gender equity also emerged prominently during the reflection on regional activities.

CLI taught the participants about the Dialogic Change Model and analysed the relevant collaboration ecosystems and process steps developed to launch engagement and deepen structured conversations with stakeholders both nationally and regionally. Action plans for different working groups on topics such as e-payments, e-municipalities, and e-participation were co-developed. CLI looks forward to seeing the work come to fruition.



#SDGs:

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

3.2 WORLDWIDE – PLATFORM FOR MULTI-ACTOR PARTNERSHIPS (MAP)



To support the implementation of the 2030 Agenda for Sustainable

Development, the German platform for Multi-Stakeholder Partnership (MAP) offers a learning and capacity building space on partnering. In support of Sustainable Development Goal (SDG) 17 (Revitalize the global partnership for sustainable development), partnerships between CSOs, governments, and private sector organizations are key enablers for meeting global challenges and fulfilling the SDGs. The initiative by the German Ministry for Development and Economic Cooperation, Engagement Global – bengo, and CLI aim to offer guidance to actors in partnerships and create an exchange on improving partnering processes.

Since 2016, CLI has been the expert for stakeholder dialogues and collaboration processes in the MAP programme. To enhance the design and implementation of collaboration processes with multiple stakeholders, bengo, on behalf of BMZ, offers capacity building through seminars and short focus sessions for German civil society actors and their local partners facilitated by CLI. In 2020, a new advanced training format and online seminars were introduced. In 2023, the foundation and advanced online modules were updated, and trainings in Spanish and French were added to the MAP programme.

New to this year's programme is that it is not addressed only to German CSOs but also to their local partners. There was a great response to this approach.

Our team offered Basic Trainings, Advanced Trainings, and Focus Sessions. CLI also organized Thematic Learning Days (TLDs) covering the following topics: Visioning, Theory of Change, Impact Matrix, Indicators, Process Architectures and Milestones, and a Collaboration Quality Check. A Basic Training

participant stated, "The most important insight for me during the training was moving from thinking alone to thinking together!", while a TLD participant noted, "The training was very interactive and full of learning with joy."

Within this year's programme, CLI organized 15 training sessions welcoming more than 200 participants. During the sessions, German CSOs and local partners worked in partnership for sustainable transformations. While 31% of the participants were from German CSOs, 69% joined us from CSOs from the Global South.

CLI organized two three-day Tailor-Made Workshops to support the specific needs of MSP projects. Together with Femnet and their partners in India and Indonesia, CLI's training created the space for defining a joint vision with key stakeholders, and the development of new guidelines on gender-sensitive occupational safety and health in both countries. CLI also organized sessions with the multi-country Land for Life (LfL) initiative, which supported participants from Burkina Faso, Ethiopia, Germany, Liberia, and Sierra Leone to celebrate and build on the past year's successes. In addition, they co-created approaches for institutionalizing MSP governance and started a conversation on a possible network approach. A Tailor-made Workshop participant concluded, "The training was great to start planting the seeds for further discussions on our strategic needs at a deeper level."

#SDG:



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

3.3 BANGLADESH – TRIPARTITE MULTI-STAKEHOLDER DIALOGUE EVENT TO SUPPORT INJURED AND DECEASED WORKERS IN THE READY-MADE GARMENT SECTOR



The Rana Plaza, an eight-story commercial building in Bangladesh, collapsed on 24 April 2013. The number of dead people found was 1,134 with approximately 2,500 injured people that were rescued from the building, making it the deadliest garment-factory disaster in history.

In response to this and other workplace accidents, both the government of Bangladesh and the international community, including governments and international brands, began to address many issues related to worker safety and protections. The Government of Bangladesh (GoB) signed a Letter of Intent with the International Labour Organization (ILO) Country Office, Dhaka and the Federal Ministry of Economic Cooperation and Development, Germany (BMZ) with the intention to establish a National Employment Injury Insurance (EII) System with the objective of fostering continual improvements in worker livelihoods. Although there are currently individual statutory provisions and first approaches regarding prevention, rehabilitation, and compensation in place to insure workers in the case of workplace accidents or occupational diseases, the protection of

workers against these risks is far from sufficient in Bangladesh.

As the pressure from the international community and development partners had been increasing, the Laudes Foundation stepped up to commission GIZ with the implementation of a project called “Shurokkha - Advocacy for an Employment Injury Insurance”. The project aims to foster a political consensus for the introduction of an EII among the stakeholders from the GoB, the civil society organisations, and the employers.

CLI began working with the Shurokkha project in 2020 and then deeper in 2021. The pilot phase, originally expected to start in 2021 was delayed by the Covid Pandemic, and truly launched into effect in 2023. The stakeholders, including the Government of Bangladesh, Workers Associations, and Factory Owners Associations formed a tripartite Steering Committee which steers the process and is the official decision-making body during the pilot phase with a view towards later scaling up. The projects three main objectives were: 1. Increase knowledge of the benefits of EII among stakeholders compared to the present mechanism for compensation; 2. Raise awareness of the benefits of EII among the broader population – especially civil society organisations and the media; and 3. Foster consensus among the tripartite stakeholders for the introduction of an EII through multi-stakeholder dialogues.

Over the course of late 2021 and all the way through the end of 2022, CLI offered a series of online training modules to all the stakeholders in the system. The through line for all the participants, no matter their sector, was a strong focus on good dialogic practices for a high dialogic

quality. These practices were reiterated in all the trainings and meetings and became a central component to the eventual in-person multi-stakeholder dialogue.

In June 2023, CLI facilitated a multi-stakeholder dialogue event outside of Dhaka, Bangladesh. Representatives from all relevant stakeholders convened to solidify their cooperation in the pilot phase for introducing an Employment Injury Insurance Scheme (EIS) for RMG factory workers and their families.

The event helped establish a positive culture of collaboration among stakeholders, who agreed on a common vision that they were all able to actually draw, and advanced a draft of a vital communications document. These stakeholders will remain in the

collaboration ecosystem with the expectation to further contribute to improving the RMG sector, protect its workers and their families from the worst economic effects of work-related injury and death, and contribute to the positive and sustainable development of Bangladesh.

The pilot system for the EIS has already settled its first four cases and with the current collaboration the project expects there to be many more claims and a better future for vulnerable factory workers in Bangladesh.



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

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

3.4 EVALUATION AND QUALITY CONTROL

Transformation stewardship projects:

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

Most of the projects are reviewed by an official audit and its achievements are evaluated in a project report.

Collective Leadership Academy :

Qualitative and quantitative feedback is also collected through questionnaires from all participants immediately following each capacity building workshop. Of the total number of 6,544 Alumni of our educational programs, **561 people took part in CLI trainings in 2023, and 4 were certified as Collective Leadership Specialists.**

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 2023:

Quality Criteria (percentage of course participants who...):					Weighted Average
Course format	ALC*	ASC*	APF*	ATC*	
Assess the relevance of the course for their daily work as high or very high (across all participants)	92%	96%	95%	100%	96%
Assess the professional expertise of facilitators as good or excellent (across all participants)	94%	95%	95%	100%	96%
Would recommend the training to colleagues or professional partners (across all participants)	95%	97%	97%	100%	97%

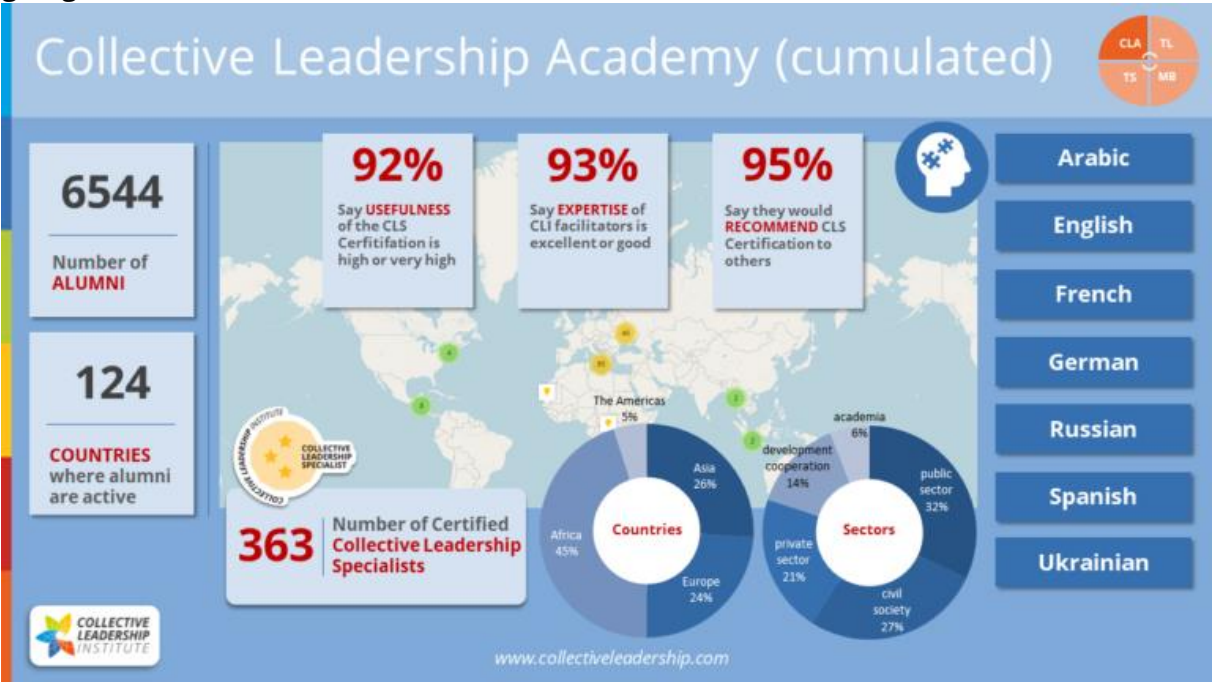
These figures are drawn from participants' anonymous assessments of our 2023 courses (*Art of Leading Collectively, *Art of Stakeholder Collaboration, *Art of Process Facilitation, and *Art of Transformative Change).

While 561 participants, 194 of them online, completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our

59 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 Process Facilitation	The Art of Transformative Change	Total
Number of alumni in open courses in 2023	18	30	0	11	59

These are overall alumni statistics as of December 31, 2023 but are historically inclusive going back to 2005.



4. PLANNING AND OUTLOOK

4.1 STRATEGY

CLI delivers its Mission through four Strategic Pillars. Each Pillar describes objectives and activities to be conducted through 2024.

Collective Leadership Academy: 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, Transformative Change, and Process Facilitation, 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. CLI implemented a new hybrid format in 2023. These activities focus on CLI's offices in Germany and South Africa

The development of our **Collective Leadership Specialist Network** will be pursued by certifying individuals and small teams to establish a Community of Practice and engage in collaboration capacity building in specific language-regions, countries, and cities. Approaches to certification include:

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

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

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

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

Activities focus on CLI being a strategic partner and coach:

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

Case studies of Transformation Stewardship projects are integrated into **Thought Leadership** publications and **Collective Leadership Academy** course curricula, above.

Movement Building: 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 with its regular Transformation Literacy Conference, its online Collective Leadership Compass Tool that is widely used by collaboration practitioners around the world, and supporting a Community of Practice around Collective Leadership. This strategic pillar is strongly supported by development of our **Collective Leadership Hubs Network** and the resulting community of alumni and certified Collective Leadership Specialists.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

Integrated across all four of these pillars is the important need to communicate the value of our approach and work through stories of transformation via, for example, our website, social media, newsletter, events, and webinars. Such communication includes documented case studies from CL Hubs faculty, trainers, and alumni; promotion of our publications and recorded talks; documentation of case studies of systems and business transformation toward sustainability; livestreaming of our Transformation Literacy Conference; exploring ethical use of Artificial Intelligence (AI) tools to enhance CLI's work; and offering open-source resources and exchange spaces for our Community of Practice.

4.3 RISKS

The risks identified in 2023 are:

Composition of the CLI Team

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

Digital Risks

The digital risks identified in the past, such as the increase of remote work, the need for online facilitation, and IT security risks, remain. With the rise of AI, we need to explore the opportunities and risks of this technology for our work. Due to the diversely skilled and motivated team, CLI is able to adapt to dynamic situations quickly. Further development of digital tools, methods, and online courses enables the continuation of CLI's mission.

Political Risks

Some of our projects are in countries with low governance standards and risks of political instability. Furthermore, bilateral tensions of a project country with Germany can have an influence on project funding and implementation. There is also a larger emerging trend of a shrinking civic, democratic, and cross-cultural space in many regions of the world. CLI addresses this risk by diversifying the countries we are active in, and by keeping long-term relationships with our partners in countries at risk.

Finance Structure

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

5. ORGANISATIONAL STRUCTURE AND TEAM



5.1 ORGANISATIONAL STRUCTURE

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

5.2 SHAREHOLDER STRUCTURE

The Collective Leadership Institute gGmbH consists of four shareholders owning corporate shares: Elisabeth Kuehn (25%) and Martin Fielko (25%) as Executive Directors, as well as Heidrun Zoller (25%) and Dominic Stucker (25%), as Managing Partners.

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

The nominal capital of the Collective Leadership Institute remains at 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



Elisabeth Kuehn: Executive Director, Managing Partner and Senior Project Manager

Elisabeth Kuehn is a strategic advisor and expert for international sustainability initiatives. With an extensive multi-disciplinary research background on empowerment of marginalized communities that draws i.a. on systems theory, international law and sociology, she has worked globally in promoting systems transformation for sustainability, advising and facilitating in particular multi-stakeholder initiatives for sustainable resource management and urban development. She has published research on diversity and empowerment as part of stewarding sustainability transformations in responsible value chains and integrated water management initiatives, and on promoting social capital for integration.

Martin Fielko: Executive Director, Managing Partner and Head of Educational Programmes and Marketing

Martin Fielko is a specialist in marketing, German Chamber of Commerce and Trade certified. Before joining the Collective Leadership Institute in 2016, he worked in the publishing and media industry for 14 years as an International Business Manager for Asia and the MENA region. At CLI, Martin is head of educational programmes and marketing and in charge of marketing, course management and development, as well as networking and online strategy development.

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

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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 June, 29th, 2023 according to § 5 clause 1 No. 9 of the German Corporate Income Tax Act and is recognized as a non-profit organisation. The corporation Collective Leadership Institute gGmbH pursues objectives that are exclusively and immediately for the public benefit within the meaning of the clause "Tax privileged objectives" of the German Fiscal Code § 52 clause 2 No. 7.

The corporation is 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

NUMBER OF TEAM MEMBERS	2019	2020	2021	2022	2023
Permanent employees (year-end)	10	10	11	9	9
Of which full time employees	10	9	9	9	9
Of which part time employees	0	1	2	0	0
Freelancers / Associates	4	14	13	14	12
Total employees and associates	14	24	24	23	21
Interns	0	0	0	0	0

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Elisabeth Kuehn and Martin Fielko are Executive Directors of the Collective Leadership Institute (CLI) gGmbH, both with sole power of representation. Further Managing Partners are 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, Schiffbauergasse 15, 14467 Potsdam, Germany.

7.1.3 CONTROLLING

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

7.2 MANAGEMENT REPORT

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

7.3 STATEMENT OF ASSETS AND LIABILITIES

ASSETS		2020	2021	2022	2023
		€	€	€	€
A. Fixed assets	I. Intangibles	15.224,00	6.505,00	490,00	7.702,00
	II. Tangibles	1.110,00	1.081,00	1.126,00	856,00
B. Current assets	I. Cash and bank balance	789.093,83	626.562,25	468.959,91	449.921,21
	II. Other	27.522,72	22.976,62	46.715,75	48.048,35
TOTAL ASSETS IN €		832.950,55	657.124,87	517.291,66	506.527,56
LIABILITIES		2020	2021	2022	2023
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		525.704,01	564.319,99	502.895,53	225.678,00
C. Annual result		38.615,99	-61.424,46	-277.217,53	27.456,01
D. Total equity in €		589.319,99	527.895,53	250.678,00	278.134,01
E. Provisions		8.505,54	42.835,39	3.996,00	52.825,63
F. Other liabilities		235.125,02	86.393,95	262.617,66	175.567,92
TOTAL LIABILITIES IN €		832.950,55	657.124,87	517.291,66	506.527,56

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
	€	€	€	€
A. Income ideational area	0	0	0	0
B. Other operational income	16.432,42	2.794,75	13.195,40	391,39
C. Income educational area	1.175.424,42	1.305.852,16	834.979,83	1,115,290,60
D. Income consultancy area	75.869,80	37.774,89	74.012,68	163,852,16
TOTAL INCOME	1.267.726,64	1.346.421,80	922.187,91	1,279,534,15
<i>EXPENSES</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
	€	€	€	€
A. Personnel costs	593.187,98	629.472,77	594.111,30	494.926,56
B. Honorarium	474.369,38	626.344,47	427.335,49	448.834,95
C. Travel costs	36.110,09	40.268,85	89.376,64	152.801,00
D. Seminar and course costs	12.988,24			12.557,88
E. Facility cost	18.773,28	17.748,68	18.124,98	20.302,91
F. Administrative cost / IT	71.302,50	47.796,55	54.847,60	87.485,88
G. Marketing cost	7.250,63	703,35	1.975,43	25.718,25
H. Depreciation	12.634,88	13.958,76	8.099,41	4.765,31
I. Tax	0	0	0	538,00
J. Other expenses	2.493,68	31.552,83	5.534,59	3.970,40
K. Incidental monetary transaction	N/A	N/A	N/A	177,00
TOTAL EXPENSES	1.229.110,66	1.407.846,26	1.199.405,44	1.252.078,14
ANNUAL RESULT IN €	38.615,98	-61.424,46	-277.217,53	27.456,01



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