

Annual Report 2021





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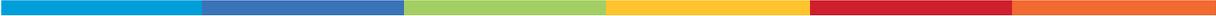
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TABLE OF CONTENTS

WHO WE ARE	4
<hr/>	
1. SUBJECT AND SCOPE OF THE REPORT	5
<hr/>	
2. THE SUSTAINABILITY CHALLENGE AND CLI'S APPROACH TO ADDRESSING IT	7
2.1 THE SUSTAINABILITY CHALLENGE	7
2.2 PREVIOUS APPROACHES TO ADDRESSING THE CHALLENGE	7
2.3 CLI'S APPROACH	7
2.3.1 THE COLLECTIVE LEADERSHIP COMPASS	8
2.3.2 THE DIALOGIC CHANGE MODEL	9
<hr/>	
3. SUSTAINABILITY IMPACT IN 2021	10
<hr/>	
3.1 GHANA, INDONESIA, SERBIA: COLLABORATION AND DIALOGUE CAPACITY FOR DELIVERING ON MIGRATION GOVERNANCE AND DIASPORA ENGAGEMENT	10
3.2 NIGERIA: MULTI_STAKEHOLDER DIALOGUE PLATFORMS ON EMPLOYMENT PROMOTION FOR YOUTH	12
3.3 TUNISIA: YOUNG LEADERS NETWORK FOR GOOD GOVERNANCE	13
3.4 EVALUATION AND QUALITY CONTROL	14
<hr/>	
4. PLANNING AND OUTLOOK	16
4.1 STRATEGY	16
4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES	17
4.3 RISKS	17
<hr/>	
5. ORGANISATIONAL STRUCTURE AND TEAM	19
5.1 ORGANISATIONAL STRUCTURE	19
5.2 SHAREHOLDER STRUCTURE	19
5.3 KEY PERSONNEL	19
5.4 MANAGING PARTNERS	20
<hr/>	
6. PROFILES OF THE ORGANISATIONS INVOLVED	22
6.1 ORGANISATIONAL PROFILE	22
6.2 CORPORATE GOVERNANCE	23
6.2.1 MANAGEMENT BOARD	23
6.2.2 FINANCIAL REPORTING	23
6.3 ENVIRONMENTAL AND SOCIAL PROFILE	23
<hr/>	
7. FINANCES	24
<hr/>	
7.1 BOOKKEEPING AND ACCOUNTING	24
7.1.1 BOOKKEEPING	24
7.1.2 ANNUAL FINANCIAL STATEMENT	24
7.1.3 CONTROLLING	24
7.2 MANAGEMENT REPORT	24
7.3 STATEMENT OF ASSETS AND LIABILITIES	25
7.4 INCOME AND EXPENSES	26

WHO WE ARE



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

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

OUR VISION

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

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

OUR MISSION

With our **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 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 2021, as well as the extent to which these have contributed to the Institute's vision and desired impact. This report was completed in December 2022 and follows the Social Reporting Standard (SRS).

The global COVID-19 pandemic continued to affect CLI's activities in 2021. In some areas international travelling was possible again. However, most activities remained online. Due to the digitalization process started the year before, we were able to deliver trainings and facilitation with the same high-quality standards like in the years before the pandemic.

CLI's work in 2021 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 2021 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 slightly updated strategy has been anchored among all team members.

With CLI's **Collective Leadership Academy**, we have reached a total of 5651 and fully certified 304 Collective Leadership Specialists people who have been capacitated with our methodologies globally, with 871 new alumni in the year 2021. More and more change agents in institutions, networks and multi-stakeholder initiatives are applying our tested methodologies to

bring about transformations to sustainability. This is supported by our Collective Leadership Hubs Network which allows us to tailor our approach to local needs.

The pillar of **Thought Leadership** focuses on bringing the conceptual and academic core of our methodologies into the world through publications, events, and inspiring new partnerships and global networks. One of the highlights of 2021 was the official book launch of our new publication "Leading Transformative Change Collectively" in March. 80 participants from 23 countries joined the online session live. Dr. Petra Kuenkel gave a keynote speech, and practitioners who have collaborated with CLI on SDG implementation in the past presented their ways to lead transformative change collectively.

In the area of **Transformation Stewardship**, we successfully delivered funded projects, many of them online, through long-term partnerships in Belarus, Finland, Ghana, Indonesia, Jordan, Laos, Nigeria, Russia, Senegal, Serbia, Tunisia, the United States, and Zambia. 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. 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 first ever Re:Connect online event in

September – an exclusive event for our global network of certified Collective Leadership Specialists. 36 Specialists from 13 countries participated, three of them presented their real cases to get suggestions on key collaboration challenges from the community. Networking and brainstorming sessions rounded up this event which will become an annual gathering.

The achievements in 2021 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 2021 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 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

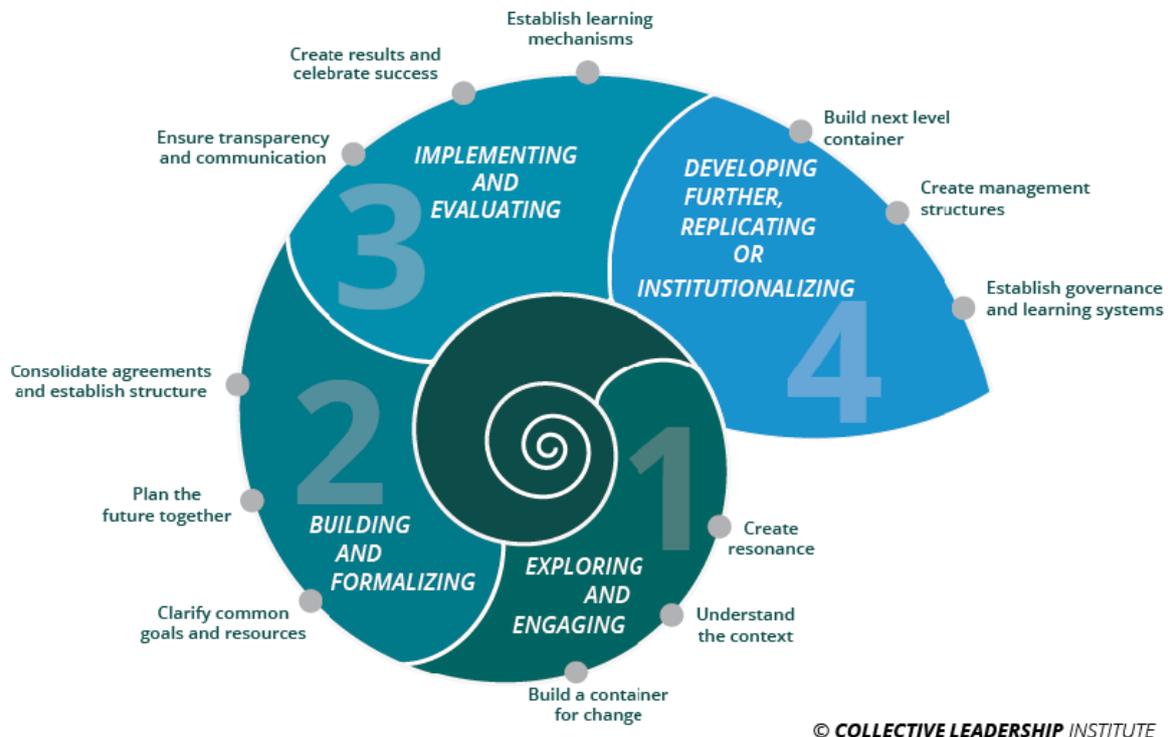


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<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way 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



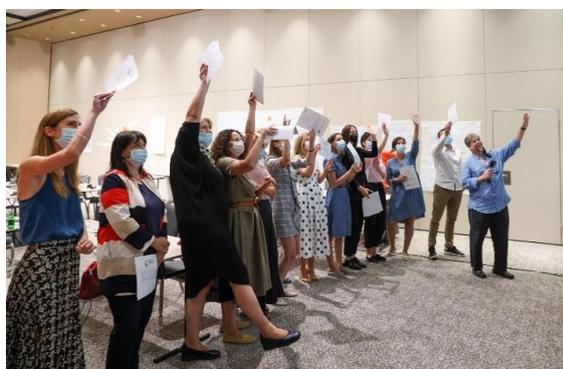
Working towards a more sustainable world requires bringing together different worldviews and balancing conflicts of interest for responsible business, people-oriented public service, and a strong civil society. Solving the complex challenges arising from globally linked problems, conflicts, economic 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** – 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 2021

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 GHANA, INDONESIA, SERBIA: COLLABORATION AND DIALOGUE CAPACITY FOR DELIVERING ON MIGRATION GOVERNANCE AND DIASPORA ENGAGEMENT



CLI began a partnership with the Programme Migration & Diaspora (PMD) of the Centre for International Migration and Development, implemented by GIZ. The partnership focused on support of national efforts to advance migration policy and diaspora engagement for the development of Ghana, Indonesia, and Serbia.

The main goals of all three country components included:

1. To build further trust and ownership among key stakeholders for envisioned changes in migration governance and diaspora engagement
2. To support ongoing change initiatives in the respective countries
3. To establish an action-oriented multi-stakeholder dialogue platform on

migration governance and diaspora engagement that initiates, plans, and implements change initiatives together

4. To train and certify key actors as Collective Leadership Specialists

Collective Leadership methodologies used in all three countries for enlivening collaboration ecosystems: CLI teams used the Collective Leadership Compass (CLC) for analysis to better understand the patterns, strengths, and development areas in each collaboration ecosystem. This preliminary analysis served to tailor the trainings and guidance of CLI to each country context, while maintaining a common foundation of skills building and practice with CLI methodologies. Furthermore, CLI empowered involved actors to apply the Dialogic Change Model (DCM) to co-design the collaboration ecosystem building process in all three country interventions.

During the training series in **Ghana**, five groups were formed (Data Collection; Diaspora Engagement Policy; Labour Migration Policy; National Migration Policy; and Migration Governance). During the second Module, the Diaspora group advanced significantly and held a multi-stakeholder dialogue (MSD) in early August 2021. Following the third Module, the CL Specialist cohort took the lead in designing and facilitating an MSD/showcase event where all five groups presented their work in designing the onward process for their respective thematic initiatives. The event, which took place at the end of October 2021, modelled a bright future for Collective

Leadership practice for stewarding high-quality MSDs in the migration governance and diaspora cooperation collaboration ecosystem. Finally, 17 Collective Leadership Specialists received their certificates and were welcomed to the CLI's diverse and global community of practice.

Over the course of three CLI modules in **Indonesia**, teams formed around the Diaspora Cards and Dialogue Platform initiatives. The whole group coalesced into the Collective Leadership Specialists Indonesia team (CLSI), complete with a shared logo and vision: "To facilitate dialogue among stakeholders to generate ownership, agreements, and shared commitments that support the increasing role of the diaspora as well as the formulation of better diaspora governance in Indonesia," plus a vision poster, (see above). The CLSI Team organized and facilitated 2 diaspora MSDs in October and December 2021 engaging a total of 200 high-level public sector, diaspora, civil society, and private sector representatives. The CLSI Team and the Parahyangan Catholic University (UNPAR) have been empowered by involved actors to play a convening role for the resulting dialogue platform in 2022 and beyond. Finally, 15 Collective Leadership Specialists received their certificates and were welcomed to CLI's global community of practice.

In **Serbia**, following a strong stakeholder mapping and interview phase, 19 stakeholders were selected representing the following sectors: public sector, private sector, media, civil society, and academia. Three specific thematic areas emerged for setting groups for the application of Collective Leadership practices through the training and

guidance phase of the project: Inter-ministerial Cooperation; Diaspora Engagement; and Positive Stories related to migration. As part of the lead-up process to a final showcase/MSD event, the Specialists identified three topics for future MSDs and designed processes for holding the MSDs in 2022. To anchor the practice of the MSD approach sustainably in the stakeholder systems, two participants volunteered to steward the ongoing practice of Collective Leadership within the stakeholder system and another participant volunteered to host future events through his organization. All participants showed interest and energy to continue to be a part of this collaboration ecosystem. In the end, 17 participants gained Collective Leadership Specialist Certification and joined the global community of practice.

CLI is very proud of these teams and of the Specialists who completed the full training course. CLI is hopeful that these Collective Leaders will be the stewards of strong dialogue and multi-stakeholder collaboration in their countries and will continue to advance migration policy and diaspora engagement activities.

#SDGs:



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

3.2 NIGERIA: MULTI_STAKEHOLDER DIALOGUE PLATFORMS ON EMPLOYMENT PROMOTION FOR YOUTH



Following a kick-off workshop end of 2020, CLI entered into a partnership with GIZ Nigeria on the topic of employment promotion for youth. Youth unemployment is a key challenge for Nigeria. Despite the economic growth that Nigeria has experienced in the last years, a significant part of the young population is not yet integrated into the labor market.

The intention of the capacity building partnership was to support stakeholders from public and private sector institutions from three federal states – Ogun, Edo, and Lagos – in establishing a Multi-Stakeholder Dialogue Platform on employment promotion for youth in the technical and vocational education and training (TVET) system. Due to the pandemic, the participants gathered in three separate venues, one per state group, organized by GIZ, whereas the CLI trainers joined online via Zoom.

The participants of the training series learned to develop a common language and capacity in multi-stakeholder dialogues and collaboration among workshop participants by learning about and applying the Collective Leadership Compass and the Dialogic Change Model

(DCM). Throughout the trainings, especially because of the intense group work and plenary discussions, participants became more familiar with one another, which helped build greater understanding and trust within and between states and sectors. By assessing their stakeholder system with the Compass and mapping their stakeholders according to the principles of Phase 1 of the DCM, a discussion and planning process was initiated in all three state groups on state level dialogue platforms for the TVET system. The mapping and analysis of stakeholders helped them identify a container (core team) from each state and on the last day, each state group drew up an action plan for carrying out next steps for initiating these state dialogue platforms, starting by engaging further stakeholders to join and receive high-level support.

Despite the challenging hybrid course formats, collaboration among public and private sector actors has increased significantly. During the workshop series, even some actors of a fourth federal state joined the sessions to advance their collaboration skills and join the Platform. Finally, the Multi-Stakeholder Dialogue Platform was implemented successfully and 15 participants gained Collective Leadership Specialist Certification to sustain the Platform's activities after the project comes to an end.



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

3.3 TUNISIA: YOUNG LEADERS NETWORK FOR GOOD GOVERNANCE IN CENTRAL TUNISIA



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 projects on setting up an action-oriented dialogue platform between local administration and citizens for the revitalization of the Souk al Mouajel, a historic covered market (project time 2017-2018), and the second initiative focused on the environmental aspects in the Medina, the ancient city centre in Kairouan, a UNESCO world heritage site (2019), CLI started to scale activities in central Tunisia with our partner in 2020.

This work continued in 2021. Throughout the project period, two parallel processes took place: 1. The set up and implementation of three local sustainable initiatives in Regueb, Krib and Hergla. 2. The set-up of a transformation network between all three NGOs with WLK as the backbone organization.

To support these processes, CLI and

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

WLK jointly conducted capacity trainings on the Collective Leadership Compass and the Dialogic Change Model for the project teams of each of these associations, to provide them with the necessary skills to facilitate the setup of local dialogue platforms in their respective communities. The trainings focused on the competences to facilitate dialogue between different stakeholders and to set up effective collaborations for joint development of local initiatives.

WLK also took the important role of the backbone organization and was in continuous exchange with each of the project teams to support and mentor them in the facilitation process of their respective local initiatives. Moreover, WLK created opportunities for learning exchange and mutual support among the initiatives to steadily set up a strong regional network. CLI had a mentoring role towards WLK and supported them with regular exchange meetings to continuously strengthen their role as backbone organization of the network. As a result of the dialogue process, the project teams together with the local stakeholders set up these three local initiatives:

- ARND in Regueb: First farmer-initiated cooperative for certified biological products in the Sidi Bouzid region (Regueb)
- A.C.D.J.H in Hergla: Preserving artisanal and cultural heritage through education and promotion
- Youth Activists in Krib: Ecological village for sustainable tourism

#SDGs:



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

3.4 EVALUATION AND QUALITY CONTROL

Transformation support projects:

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

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

Educational programs:

Qualitative and quantitative feedback is also collected through questionnaires from all participants immediately following each capacity building workshop. Of the total number of 5,651 Alumni of our educational programs, **871 people took part in CLI trainings in 2021, and 83 were certified as Collective Leadership Specialists, 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 2021:

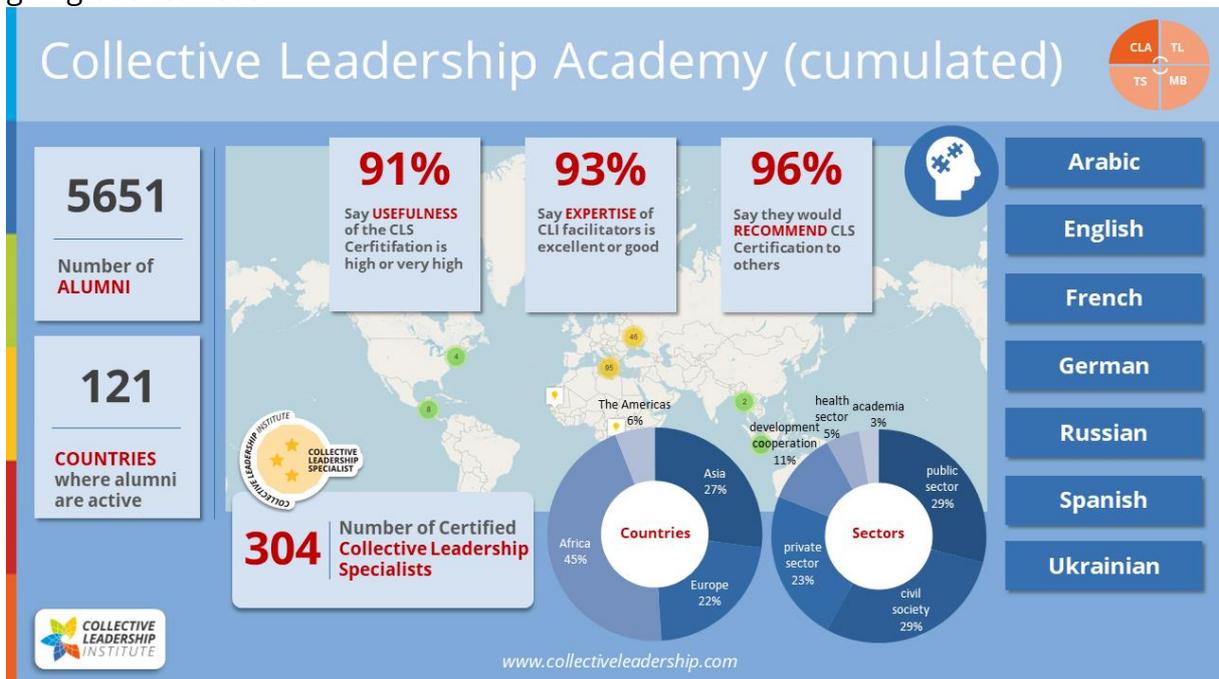
Quality Criteria (percentage of course participants who...):				Weighted Average
Course format	ALC*	ASC*	APF*	
Assess the relevance of the course for their daily work as high or very high (across all participants)	93%	95%	90%	94%
Assess the professional expertise of facilitators as good or excellent (across all participants)	93%	95%	100%	95%
Would recommend the training to colleagues or professional partners (across all participants)	97%	98%	90%	96%

These figures are drawn from participants' anonymous assessments of our 2021 courses (*Art of Leading Collectively, *Art of Stakeholder Collaboration, and *Art of Process Facilitation).

Whereas 871 participants, 756 of them online, completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our 101 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	Total
Number of alumni in open course in 2021	50	48	11	109

These are Overall alumni statistics as of December 31, 2021 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 2022.

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, 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 plans to implement a new training course on Transformative Change in 2022. These activities focus on CLI's offices in Germany and South Africa

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

- (1) inviting individuals and teams to complete a series of open and/or onsite CLI courses and coaching,
- (2) integrating accreditation into project grant proposals, and
- (3) approaching donors to sponsor accreditation and the development of multiple 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 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 by launching a regular Collective Leadership Conference, launching an online Collective Leadership Compass Tool that is widely used by collaboration practitioners around the world, and supporting a community of practice around Collective Leadership. This strategic pillar is strongly supported by development of our **Collective Leadership Hubs Network** and the resulting community of alumni and certified Collective Leadership Specialists.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

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

4.3 RISKS

The risks identified in 2021 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 pandemic situation continued in 2021. The digital risks identified last year, such as the increase of remote work, the need for online facilitation, and IT security risks, remain. 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. We experienced these risks with imprisoned project participants in Belarus, and projects on hold due to the diplomatic tensions between Morocco and Germany. 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 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 five shareholders owning corporate shares: Petra Kuenkel as the Executive Director (25%), as well as Heidrun Zoller (25%), Dominic Stucker (25%), Elisabeth Kuehn (12,5%), and Martin Fielko (12,5%) 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 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.

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.

Elisabeth Kuehn: Managing Partner and Senior Project Manager

Elisabeth Kühn is an experienced project manager 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: Managing Partner and Head of Educational Programmes and Marketing

Martin 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.

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
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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
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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 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	2017	2018	2019	2020	2021
Permanent employees (year end)	7	9	10	10	11
Of which full time employees	6	9	10	9	9
Of which part time employees	1	0	0	1	2
Freelancers / Associates	2	4	4	14	13
Total employees and associates	9	13	14	24	24
Interns	0	1	0	0	0

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Petra Kuenkel is Executive Director of the Collective Leadership Institute (CLI) gGmbH. Further Managing Partners are Heidrun Zoller, Dominic Stucker, Elisabeth Kuehn, Martin Fielko. 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		2018	2019	2020	2021
		€	€	€	€
A. Fixed assets	I. Intangibles	37.512,80	25.409,00	15.224,00	6.505,00
	II. Tangibles	1.469,00	1.146,00	1.110,00	1.081,00
B. Current assets	I. Cash and bank balance	594.118,45	553.960,91	789.093,83	626.562,25
	II. Other	22.275,81	38.401,57	27.522,72	22.976,62
TOTAL ASSETS IN €		655.376,06	618.917,48	832.950,55	657.124,87
LIABILITIES		2018	2019	2020	2021
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		271.079,68	374.318,75	525.704,01	564.319,99
C. Annual result		103.239,07	151.385,26	38.615,99	-61.424,46
D. Total equity in €		399.318,75	550.704,01	589.319,99	527.895,53
E. Provisions		4.000,00	5.000,00	8.505,54	42.835,39
F. Other liabilities		252.057,31	63.213,47	235.125,02	86.393,95
TOTAL LIABILITIES IN €		655.376,06	618.917,48	832.950,55	657.124,87

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
	€	€	€	€
A. Income ideational area	0	0		
B. Other operational income	1.908,75	15.237,28	16.432,42	2.794,75
C. Income educational area	1.237.820,97	1.258.967,89	1.175.424,42	1.305.852,16
D. Income consultancy area	37.042,77	112.217,16	75.869,80	37.774,89
TOTAL INCOME	1.276.772,49	1.386.422,33	1.267.726,64	1.346.421,80
<i>EXPENSES</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
	€	€	€	€
A. Personnel costs	539.459,09	604.267,96	593.187,98	629.472,77
B. Honorarium	328.354,64	319.600,60	474.369,38	626.344,47
C. Travel costs	169.499,56	129.896,08	36.110,09	40.268,85
D. Seminar and course costs	33.711,42	51.056,14	12.988,24	
E. Facility cost	17.570,74	18.367,50	18.773,28	17.748,68
F. Administrative cost / IT	40.782,43	54.321,30	71.302,50	47.796,55
G. Marketing cost	29.470,50	26.904,32	7.250,63	703,35
H. Depreciation	13.000,32	15.351,54	12.634,88	13.958,76
I. Tax	0	11.850,60	0	0
J. Other expenses	1.684,72	3.421,03	2.493,68	31.552,83
K. Incidental monetary transaction	N/A	N/A	N/A	N/A
TOTAL EXPENSES	1.173.533,42	1.235.037,07	1.229.110,66	1.407.846,26
ANNUAL RESULT IN €	103.239,07	151.385,26	38.615,98	-61.424,46



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