

Annual Report 2022





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, Elisabeth Kuehn, and
Martin Fielko

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WHO WE ARE

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

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

OUR VISION

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

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

OUR MISSION

With our **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 2022, as well as the extent to which these have contributed to the Institute's vision and desired impact. This report was completed in December 2023 and follows the Social Reporting Standard (SRS).

2022 marks a year of tremendous change at CLI: the founder Dr. Petra Kuenkel handed over the day-to-day business as executive director to her successors Elisabeth Kuehn and Martin Fielko. We thank Petra for her pioneering work since 2005 and we will continue working on CLI's four strategic pillars that are further described below. 2022 brought also external challenges and changes like Russia's war against Ukraine, and the gradual change back to in-person activities after working mainly online in 2020 and 2021 due to the COVID-19 pandemic. Unfortunately, these changes were also reflected in our business figures, but we are very confident that we will be more successful again financially in 2023.

CLI's work in 2022 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 2022 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 5983 people and fully certified 359 Collective Leadership Specialists who have been capacitated with our methodologies globally, with 332 new alumni in the year 2022. The number of alumni declined, as some people came back to in-person trainings, but the number of online participants dropped significantly. However, 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 2022 was the Transformation Literacy Conference in February and March. 396 participants from 50 countries joined international expert speakers and CLI as the convener for six online sessions with deep dives into Narratives, Structures, Innovations, Metrics, Governance, and Regulations that enable sustainability transformations.

In the area of **Transformation Stewardship**, we successfully delivered funded projects, partly online, partly back in-person, through long-term partnerships in the Asia and Pacific region, Finland, Germany, Ghana, Indonesia, Laos, Morocco, Senegal,

Serbia, Tunisia, the United States, and the Western Indian Ocean region. We continued our collaboration with Russian and Belarusian NGOs until meaningful work and impact became impossible at the end of 2022 due to their government's repressive actions. 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 second Re:Connect online event in September – an exclusive event for our global network of certified Collective Leadership Specialists. Over 40 Specialists from 17 countries participated, three of them presented their real cases to get suggestions on key collaboration challenges from the community. More networking and brainstorming sessions throughout the year, self-organised by the Specialists, form an active Community of Practice that contributes to SDG implementation worldwide.

The achievements in 2022 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 2022 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

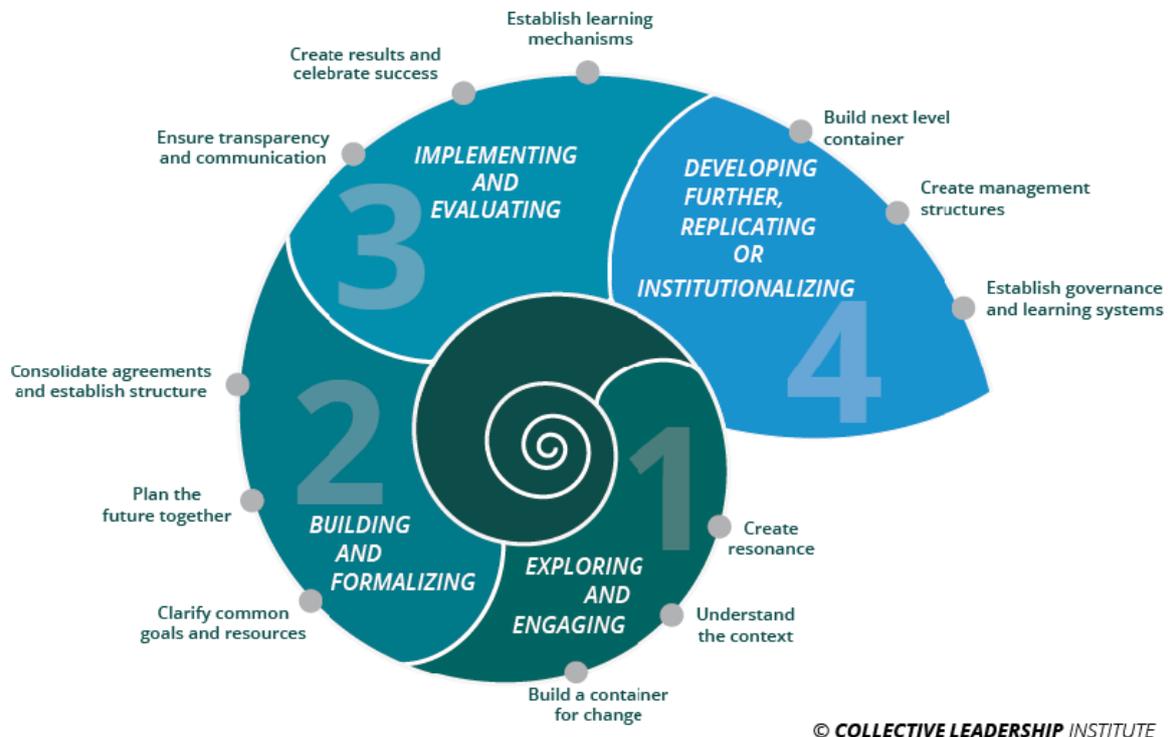


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<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way 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 2022

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 WESTERN INDIAN OCEAN REGION – REGIONAL OCEAN GOVERNANCE AND OUR BLUE FUTURE TRANSFORMATION NETWORK



CLI was one of the Initiating Partners behind “Our Blue Future” (OBF), a multi-stakeholder initiative for an inclusive and sustainable blue economy in the Western Indian Ocean (WIO) region. Other Initiating Partners include Zanzibar, ProAzul Mozambique, the Nairobi Convention Secretariat (NCS), the Gesellschaft für Internationale Zusammenarbeit (GIZ), the Western Indian Ocean Marine Science Association (WIOMSA), WWF, IUCN, the South West Indian Ocean Tuna Forum (SWIOTUNA), and the Ports Management Authority of Eastern and Southern Africa (PMAESA).

OBF is “an alliance that fosters a diverse network of impact-oriented partners, projects, and champions... to contribute to the common vision of a healthy, prosperous and resilient future for the region’s communities, businesses and natural habitats.”

CLI has been collaborating closely with a diversity of actors across the region in helping shape the vision, goals, and strategies, while also helping enliven internal governance processes and external stakeholder engagement. The CLI team guided core teams in conducting two assessments using the Collective Leadership Compass’ “Network Enabler” lens, showing significant improvements during project implementation across almost all aspects, especially in governance, context relevance, appreciative approach, and member engagement.

CLI guided task teams in a discussion on leveraging strengths and enhancing aspects in need of development. They organized the resulting recommendations from task teams in the Dialogic Change Model, which core teams are using to structure their respective processes. New innovation teams started working on topics such as: circular economy, community livelihoods, and sustainable tourism.

In addition to being an Initiating Partner of Our Blue Future, CLI has entered into bilateral agreements with the United Nations Environment Programme (UNEP) through the Nairobi Convention Secretariat (NCS) and the Gesellschaft für Internationale Zusammenarbeit (GIZ) through its Western Indian Ocean Governance Initiative to support the related, participatory development of a regional ocean governance strategy (ROGS) and an information management strategy (IMS). The mandate for developing these strategies in a participatory manner comes both from

decisions of the African Ministerial Conference on the Environment (AMCEN) and the Nairobi Convention's Conference of Parties (COP).

CLI supported the IMS support team which has successfully convened and oriented an IMS Multi-Stakeholder Working Group of 24 individuals from across the region who have a special focus on information management for ocean governance. CLI built a culture of collective leadership among members and provided them a language and tools for co-designing and implementing a participatory consultation process for strategy development.

A 24-member multi-stakeholder regional ocean governance (ROGS) Task Force has also been convened and oriented. The Task Force has organized itself into three Cluster Teams on: Sustainable Blue Economy and Marine Security, Environment and Natural Resources, and Science and Knowledge. CLI also supported a task force action planning meeting and a series of technical sector dialogues to develop strategy content, in addition to offering CLI's foundation workshops.

Both, the OBF platform launch, and the ROGS process were presented in a stakeholder conference in Gqeberha, South Africa. CLI will continue the work in both projects in 2023.

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

3.2 WORLDWIDE – TRANSFORMATION LITERACY CONFERENCE



The year 2022 signalled a milestone: 50 years had passed since the first publication of the Club of Rome's "Limits to Growth". CLI took action for the need to transform our societies, our economies, and our thinking to the degree needed for regenerating our planet with its Transformation Literacy Conference.

We all need to become masters in the language of transformation. What needs to happen together to enable this transformation? Six mutually supportive Transformation Enablers – each of them a necessary component to become a transformation literacy expert – structured each conference day, yet their mutually supportive character means that we need to combine them to be able to clearly see the path and the actions needed to lead us collectively toward a better world.

The six conference sessions were hosted by CLI's Dr. Petra Kuenkel and featured speakers who are well-known in their field of expertise. The conference kicked-off with the topic with a session on Narratives on 24 February, went on with session on the other Transformation Enablers Structures, Innovations, Metrics, and Governance, before it concluded on 31 March with the session on Regulations.

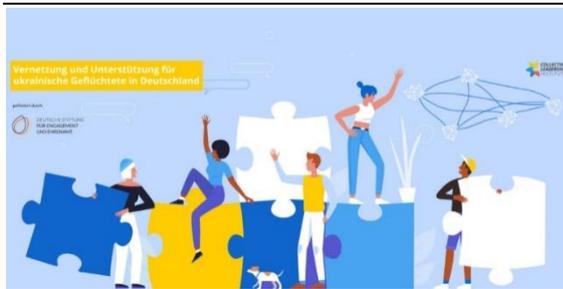
With in total 366 participants from business, NGOs, government, and academia from 50 countries, the Transformation Literacy Conference became a huge success and a place for SDG implementers to meet, exchange, and start new collaborations. Due to this success, CLI plans to make the Transformation Literacy an annual event in future.

#SDG:



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

3.3 GERMANY – NETWORKING AND SUPPORT FOR UKRAINIAN REFUGEES & BETTER TOGETHER



In 2022, CLI also started more work within Germany: We started an online training program for German actors who are active in the aid work for Ukrainian refugees in Germany. The idea was both to strengthen the already existing local aid structures and to facilitate the exchange of experiences and best practices among different municipalities and cities.

Since the start of the Russian war of aggression in Ukraine, many Ukrainian refugees have come to Germany. Many new local aid networks and initial alliances between various actors have emerged, all united by the idea of solidarity to support the people arriving from Ukraine as best as possible. We saw this momentum as an opportunity in the

cities and municipalities to think more long-term and to jointly develop sustainable dialogue and cooperation structures in order to better coordinate the support offers for Ukrainian refugees, but also the processes of future refugee movements.

Four municipalities in Germany and their local Ukraine support networks were strengthened through an online training series on stakeholder engagement for people working in public administration, church organisations, and volunteers. Cross-sectoral collaboration and sustainable network structures have been discussed, and a final in-person event in Lower Saxony explored opportunities to sustain and expand the cross-municipality collaboration.

At the end of 2022, CLI started another online training program called “Better Together” that is aimed at small NGOs and voluntary initiatives. The goal is to expand the impact of the small NGOs projects and initiatives and to strengthen dialogic skills in digital spaces. Most often CLI partners to work with the major players in development policy and supports large change projects in their process planning. The Better Together program however intended to also provide the smaller players with the same methodologies and tools to expand their dialogue and collaboration structures. The programme kicked off in November 2022 and we look forward to interacting more closely with the actors in this program in the following year(s).

#SDGs:



(<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 5,983 Alumni of our educational programs, **332 people took part in CLI trainings in 2022, and 55 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 2022:

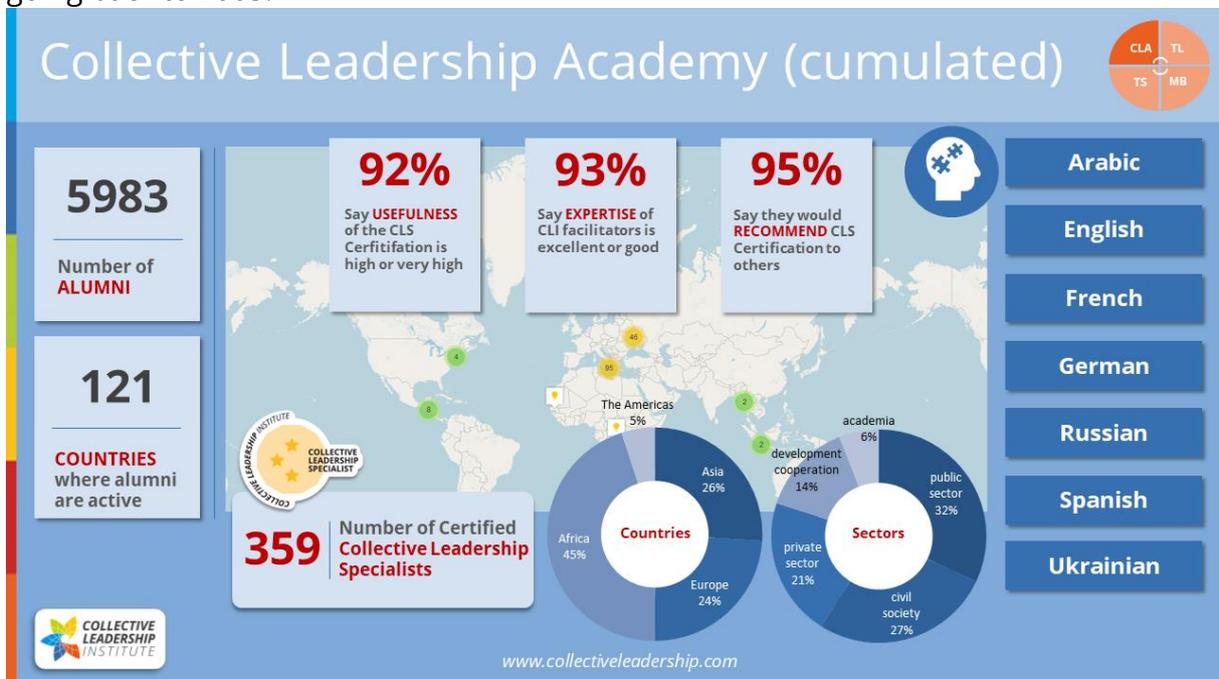
Quality Criteria (percentage of course participants who...):					Weighted Average
Course format	ALC*	ASC*	APF*	ATC*	
Assess the relevance of the course for their daily work as high or very high (across all participants)	88%	100%	100%	100%	96%
Assess the professional expertise of facilitators as good or excellent (across all participants)	88%	100%	100%	100%	96%
Would recommend the training to colleagues or professional partners (across all participants)	88%	100%	100%	100%	96%

These figures are drawn from participants’ anonymous assessments of our 2022 courses (*Art of Leading Collectively, *Art of Stakeholder Collaboration, *Art of Process Facilitation, and *Art of Transformative Change).

While 332 participants, 132 of them online, completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our 54 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 2022	30	10	6	8	54

These are overall alumni statistics as of December 31, 2022 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 2023.

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 implemented a new training course on Transformative Change in 2022 and plans to offer 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; and offering open-source resources and exchange spaces for our Community of Practice.

4.3 RISKS

The risks identified in 2022 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. 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 after Russia's full-scale war against Ukraine with our civil society partners from the Russian-Belarusian platform for civil society dialogue programme where meaningful work became more and more impossible. This illustrates 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.

There was a change in the shareholder structure in 2022: Petra Kuenkel as the former Executive Director handed over 12.5% each to Elisabeth Kuehn and Martin Fielko.

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



Dr. Petra Kuenkel: Founder, Managing Partner and Executive Director (until October 22), afterwards: Honorary President

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. Dr. Petra Kuenkel handed over the day-to-day business as executive director and her shares to her successors Elisabeth Kuehn and Martin Fielko. Petra was given the title of Honorary President of the Collective Leadership Institute by mutual decision of the remaining Managing Partners.

Elisabeth Kuehn: Executive Director (since May 22), 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 (since May 22), 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

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 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	2018	2019	2020	2021	2022
Permanent employees (year end)	9	10	10	11	9
Of which full time employees	9	10	9	9	9
Of which part time employees	0	0	1	2	0
Freelancers / Associates	4	4	14	13	14
Total employees and associates	13	14	24	24	23
Interns	1	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		2019	2020	2021	2022
		€	€	€	€
A. Fixed assets	I. Intangibles	25.409,00	15.224,00	6.505,00	490,00
	II. Tangibles	1.146,00	1.110,00	1.081,00	1.126,00
B. Current assets	I. Cash and bank balance	553.960,91	789.093,83	626.562,25	468.959,91
	II. Other	38.401,57	27.522,72	22.976,62	46.715,75
TOTAL ASSETS IN €		618.917,48	832.950,55	657.124,87	517.291,66
LIABILITIES		2019	2020	2021	2022
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		374.318,75	525.704,01	564.319,99	502.895,53
C. Annual result		151.385,26	38.615,99	-61.424,46	-277.217,53
D. Total equity in €		550.704,01	589.319,99	527.895,53	250.678,00
E. Provisions		5.000,00	8.505,54	42.835,39	3.996,00
F. Other liabilities		63.213,47	235.125,02	86.393,95	262.617,66
TOTAL LIABILITIES IN €		618.917,48	832.950,55	657.124,87	517.291,66

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
	€	€	€	€
A. Income ideational area	0	0	0	0
B. Other operational income	15.237,28	16.432,42	2.794,75	13.195,40
C. Income educational area	1.258.967,89	1.175.424,42	1.305.852,16	834.979,83
D. Income consultancy area	112.217,16	75.869,80	37.774,89	74.012,68
TOTAL INCOME	1.386.422,33	1.267.726,64	1.346.421,80	922.187,91
<i>EXPENSES</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
	€	€	€	€
A. Personnel costs	604.267,96	593.187,98	629.472,77	594.111,30
B. Honorarium	319.600,60	474.369,38	626.344,47	427.335,49
C. Travel costs	129.896,08	36.110,09	40.268,85	89.376,64
D. Seminar and course costs	51.056,14	12.988,24		
E. Facility cost	18.367,50	18.773,28	17.748,68	18.124,98
F. Administrative cost / IT	54.321,30	71.302,50	47.796,55	54.847,60
G. Marketing cost	26.904,32	7.250,63	703,35	1.975,43
H. Depreciation	15.351,54	12.634,88	13.958,76	8.099,41
I. Tax	11.850,60	0	0	0
J. Other expenses	3.421,03	2.493,68	31.552,83	5.534,59
K. Incidental monetary transaction	N/A	N/A	N/A	N/A
TOTAL EXPENSES	1.235.037,07	1.229.110,66	1.407.846,26	1.199.405,44
ANNUAL RESULT IN €	151.385,26	38.615,98	-61.424,46	-277.217,53



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