



ANNUAL REPORT

2014

We empower people to lead collectively
towards a more sustainable future

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WHO WE ARE

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, success and failure in 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, and cultures.

OUR MISSION

With our **Executive Education**, our **Integrated Capacity Development**, our **Community Building**, and our **Research**, we build competence for sustainability. We empower leaders who anchor their action in the concern for the greater good and 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:

HUMANITY: Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others

FUTURE POSSIBILITIES: Inspiring others and actively leading future possibilities

WHOLENESS: Opening up to see the world as a whole and acting for the common-good

COLLECTIVE INTELLIGENCE: Respecting difference and communicating in a way that furthers collective intelligence

ENGAGEMENT: Fostering a dialogic way of change and engaging different stakeholders

INNOVATION: Developing our potential to spot innovative solutions to sustainability challenges

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FOREWORD

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

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

Also in 2014, we have brought people from around the world together with our Executive

Education Programmes. They all work on sustainability challenges in complex projects or change initiatives. We do not only equip them with our methodology, but also offer a space for exchanging ideas, pooling knowledge and inspiring each other to find solutions to global and local challenges.

In 2013, a milestone was achieved with the launch of the online-platform www.Stakeholderdialogues.net, that offers actors from all around the world an opportunity to exchange with us and with each other. Furthermore, it allows access to knowledge and tools that support them in the successful implementation of their stakeholder collaboration initiatives.

Our work in the field through process consultancy and advisory services, our courses and Programmes, our research, and our network and community of leaders and change agents in Europe, Asia, Africa and Latin America, shows that collaboration makes a difference and is a key driver for change initiatives for innovative and sustainable solutions to global, societal and local challenges. Seeing our alumni succeed in bringing sustainability issues forward fills us with satisfaction, gratitude, and inspiration.

We are happy to look back on a successful 2014. Through last year's courses alone, we empowered 399 diverse change agents from around the world. It is a great success for the Collective Leadership Institute that a growing number of people is using our approach to make a difference in the world and take very practical steps towards a more sustainable future. Enjoy reading the Collective Leadership Institute's 2014 Annual Report.

All this would not be possible without dedicated people, within our own organisation and beyond – we are grateful to our support partners, our associates and our alumni - the people on the ground who work with our approach and feedback what works and what needs to be improved. In addition to this, foundations and international institutions have helped contribute to our vision to bring about change towards a more sustainable world .

We thank all of our staff and partners at the heart of this trust and visionary collaboration. Your support strengthens our determination to continue on our way to a more sustainable world in 2015 and beyond.

Petra Kuenkel

Co-Founder and Executive Director of the Collective Leadership Institute, Member of the Club of Rome

Kristiane Schäfer

Co-Founder of The Collective Leadership Institute

1. SUBJECT AND SCOPE OF THE REPORT

The subject of this report is the Collective Leadership Institute (CLI) e.V. and its activities in the year 2014. This report was completed on 17 June 2015 and follows the Social Reporting Standard (SRS). The report provides the reader an insight into Collective Leadership Institute's performances in 2014, the resources allocated, and the impact achieved.

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

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

2.1 SUBJECT AREA

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

2.2 THE SOCIAL PROBLEM

2.2.1 DESCRIPTION OF THE PROBLEM AND SCALE OF THE PROBLEM

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

to move towards sustainable development, professional competence, stakeholder perspectives, political negotiation, and result-oriented implementation need to be brought together for responsible business, people-oriented public services and a strong civil society.

2.2.2 PREVIOUS APPROACHES TO SOLVING THE PROBLEM

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

2.3 OUR APPROACH TO SOLVING THE PROBLEM

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



2.3.1 OUR STRATEGIC APPROACH

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

2.3.2 VISION

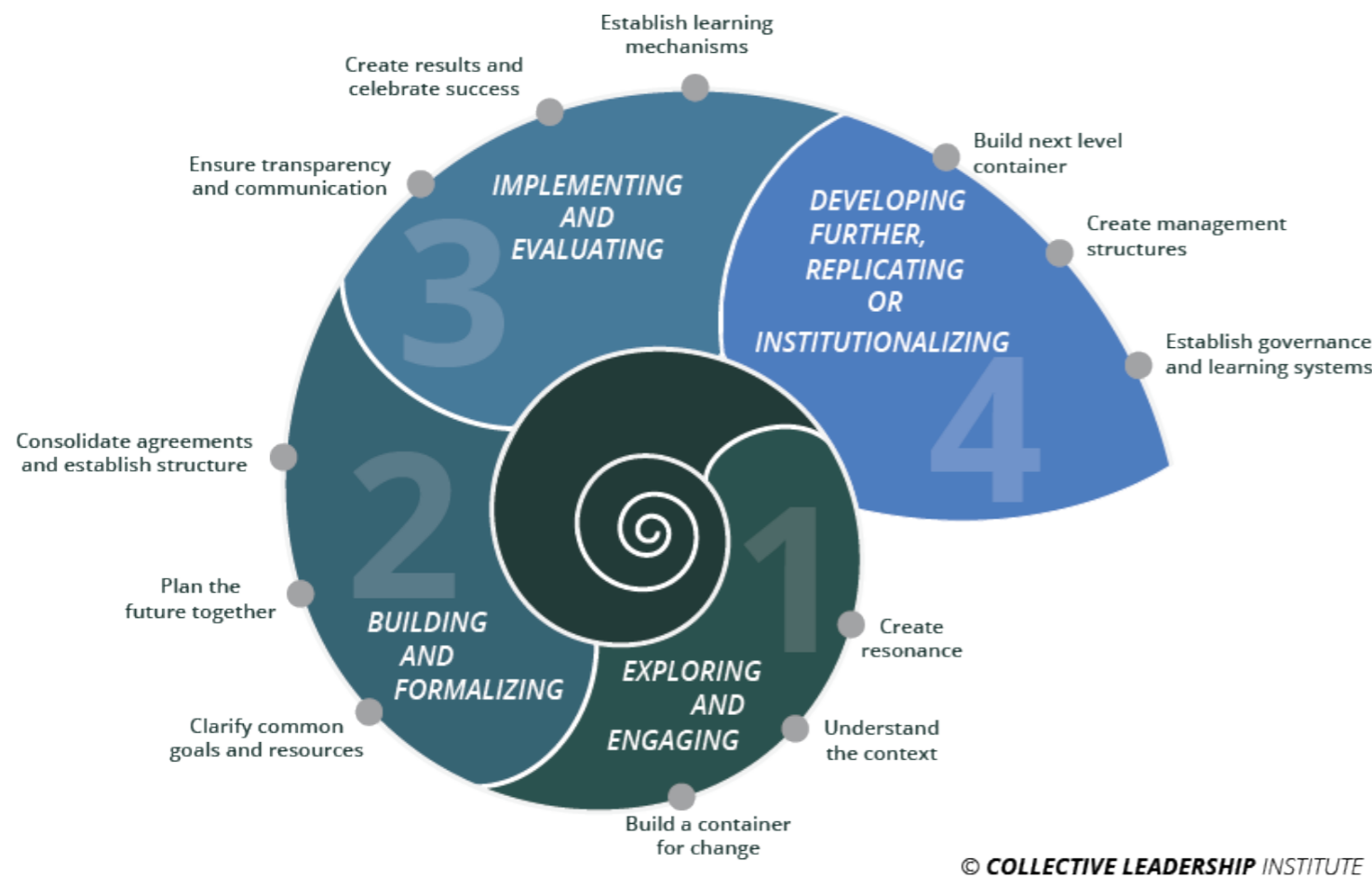
Turning sustainability challenges of complexity, interdependency, and urgency into opportunities requires more than passion, intuition, or excellent plans. We need to shift the way we co-create – learn faster together, collaborate more efficiently, and enhance collective action for more sustainable human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



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

HUMANITY	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
FUTURE POSSIBILITIES	Inspiring others and actively leading future possibilities
COLLECTIVE INTELLIGENCE	Respecting difference and communicating in a way that furthers collective intelligence
WHOLENESS	Opening up to see the world as a whole and acting for the common-good
ENGAGEMENT	Fostering a dialogic way of change and engaging different stakeholders
INNOVATION	Developing our potential to spot innovative solutions to sustainability challenges



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

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

2.3.3 WHO WE SUPPORT - OUR TARGET GROUPS

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

2.3.4 OVERVIEW: ACTIVITIES AND EXPECTED OUTCOME

TARGET GROUP	ACTIVITY/ Programme/ PRODUCT	SHORT DESCRIPTION	FEES CHARGED	EXPECTED IMPACT OF ACTIVITIES
Leaders, project managers and change agents from all sectors	Executive Education Programmes – Open Courses	Courses offered: The Art of Stakeholder Collaboration 1 (4 days) The Art of Stakeholder Collaboration 2 (4 days) The Art of Leading Collectively (3 days) The Art of Dialogue (4 days) Stakeholder Engagement (2 days)	580 € - 1.580 € (depending on course type) Incl. material	Participants learn essential tools for successful implementation of result-oriented Stakeholder Dialogues. They understand both the individual and the collective leadership contribution to sustainability initiatives and complex projects.
Organisations, corporations and institutions from all sectors	Executive Education Programmes – Tailor-made courses	Courses offered: The Art of Stakeholder Collaboration 1 (4 days) The Art of Stakeholder Collaboration 2 (4 days) The Art of Leading Collectively (3 days) The Art of Dialogue (4 days) Stakeholder Engagement (2 days)	22.000 € (for 16 participants, 500 € for every participant above 16)	Stakeholders come together as teams to learn essential tools for successful implementation of result-oriented Stakeholder Dialogues. They understand both the individual and the collective leadership contribution to sustainability initiatives and complex projects.
Young professionals from all sectors	Young Leaders for Sustainability	Leadership Programme for young professionals (over the period of one year in 4 modules)	3.000 € - 6.000 € (depending on sector) Incl. material	Participants go through different levels of development: Personal development Process skills Practical experience
Organisations, corporations and institutions from all sectors	Process Support	Strategic process coaching, systemic process advisory monitoring and evaluation with integrated capacity development	Depending on the extent and type of process	Key actors are strengthened in the successful implementation of result-oriented stakeholder dialogue and cooperation processes. They are equipped with methodologies for large-scale system changes
Organisations, corporations and institutions from all sectors	Research	Thematic studies, empirical research, case studies and evaluations	Depending on the extent and type of research	Process-oriented research results enabling actors involved to become part of the learning process
All change agents	Publications	Collective Leadership Studies. Volume 1. Shifting the way we co-create Collective Leadership Studies. Volume 2. Navigating a complex change	35 € Free of charge	Change agents implement Collective Leadership Institute's methodology in their daily work The study explores the factors and patterns that help engender a collective way of leading for sustainability and how leaders from different sectors can integrate different organisational cultures into joint initiatives and foster collaboration between diverse stakeholders.

2.4 SPREADING OUR APPROACH

2.4.1 WHAT ARE WE SPREADING?

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

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

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

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

2.4.2 HOW DO WE SPREAD OUR APPROACH?

Our **Executive Education** Programme in stakeholder dialogues and collective leadership integrates knowledge building, personal mastery and the actual work reality of participants. We offer open seminars and tailor-made courses.

Based on key conceptual content our Executive Education Programme incorporates the actual work reality of participants. We strive

to deliver knowledge that can be implemented in day-to-day business. Participant's feedback helps us to continuously improve.

Our **Integrated Capacity Development** for cross-sector collaboration projects combines advisory and capacity building: in this way we enable people to develop their own competence according to their specific challenges.

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

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

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

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

2.4.3 OUR ALUMNI AROUND THE WORLD

ALUMNI STATISTICS 2014

OPEN COURSES:

7 COURSES

101 PARTICIPANTS

TAILOR-MADE COURSES:

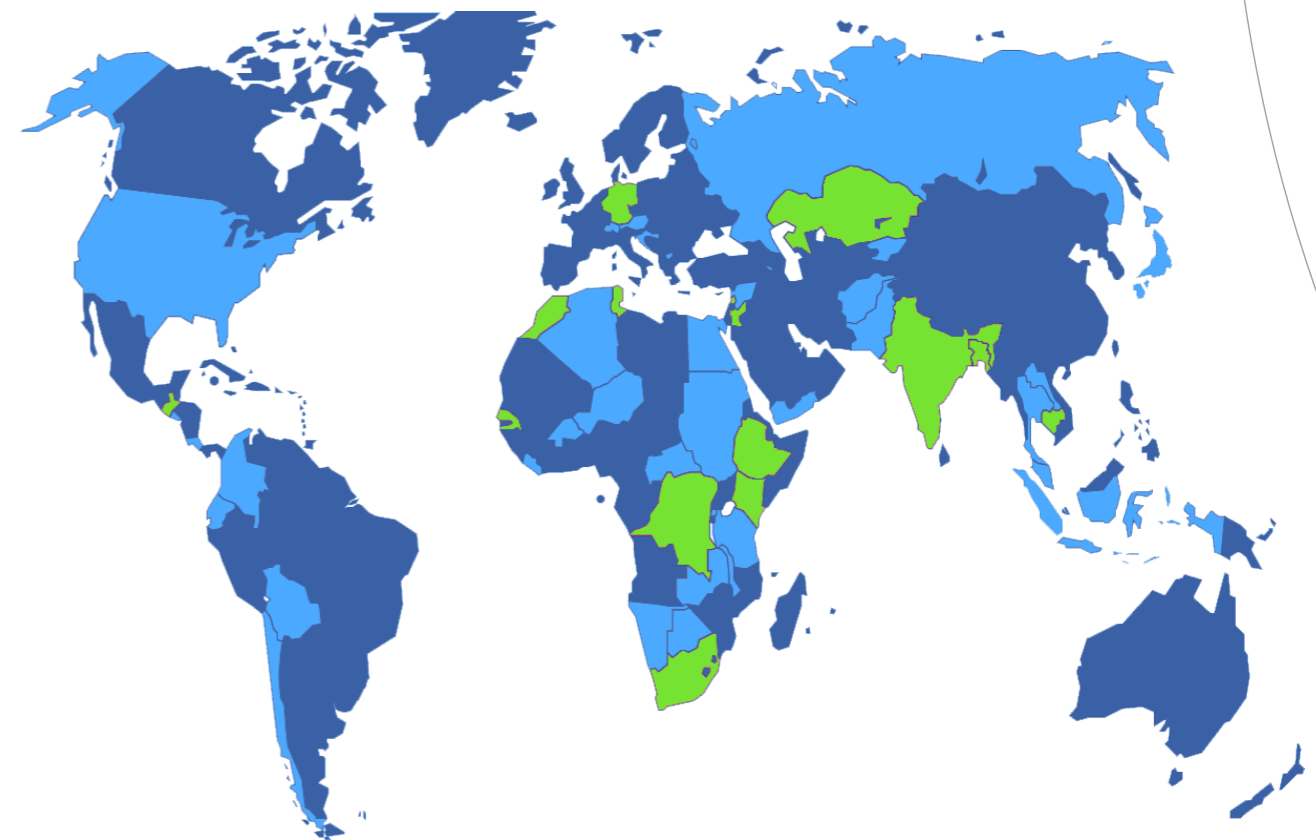
15 COURSES

298 PARTICIPANTS

YOUNG LEADERS FOR SUSTAINABILITY:

1 CURRICULUM

11 PARTICIPANTS



3. SOCIAL IMPACT

3.1 RESOURCES USED (INPUT)

The following resources were used in 2014:

Personnel costs	637.313,26 €
Material costs	385.084,14 €

3.2 WORK PERFORMED (OUTPUT)

EDUCATIONAL PROGRAMMES: OPEN COURSES

In 2014, the Collective leadership Institute implemented 22 open and tailor-made courses with 399 participants. The Young Leaders for Sustainability Programme trained 11 participants in 4 modules.

Our Executive Education Programmes in stakeholder collaboration and collective leadership integrate knowledge building, personal mastery and the actual work reality of participants. We offer open courses and tailor-made courses. We strive to deliver knowledge that can be implemented in day to day business. Participant's feedback helps us to continuously improve.

In 2014, the Collective Leadership Institute offered the following open programmes:

- "The Art of Stakeholder Collaboration 1"**
- "The Art of Stakeholder Collaboration 2"**
- "The Art of Leading Collectively"**
- "The Art of Dialogue"**
- "Stakeholder Engagement"**

In 2014, seven courses took place in five different countries, four different continents

and four different languages (German, English, French, Spanish). Collective Leadership Institute's flagship course **"The Art of Stakeholder Collaboration 1"** was facilitated six times – twice in Germany; twice in South Africa; once in Tunisia and once in Cambodia.

EDUCATIONAL PROGRAMMES: TAILOR-MADE COURSES

Collective Leadership Institute's tailor-made trainings are highly oriented towards achieving concrete results. Bringing team members and partners into intense exchange and project-focused work can help bring strategic issues forward and produce concrete results. In 2014, the Collective Leadership Institute ran 15 several tailor-made training all around the world.

Collaboration with Gesellschaft für Internationale Zusammenarbeit (GIZ) on Capacity Development in Nepal

CLI facilitated a capacity building tailor-made training for GIZ-Nepal stakeholders from South Asia Watch on Trade, Economics and Environment, the private sector and public sectors. This mission included a scoping exercise and practical coaching for core team members of the stakeholder system.

The stakeholders were taken through a process of identifying trade barriers and issues to improve competitiveness. They also engaged in process planning, identifying ways to link Public-Private Dialogues into robust and effective processes.

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

PETRA KUENKEL



EDUCATIONAL PROGRAMMES: YOUNG LEADERS FOR SUSTAINABILITY (YLS)

The YLS programme is a qualification programme for young leaders who want to make a difference. It aims at building a network of young change makers from business, government and civil society. During a period of 9 months, the participating young professionals implement a sustainability project within their company or organisation. The YLS Programme is based on the Collective Leadership Institute's „Collective Leadership Compass“. In a series of four training modules, the six dimensions of the Compass are taught and developed alongside additional expertise on sustainability issues. In 2014, the YLS programme was successfully run in Germany for the 5th time. It was launched in July 2014 with 11 participants from different projects and backgrounds. The young professionals worked for organisations such as: Forest Carbon Group AG, Climate KIC Switzerland, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, AiF Projekt GmbH and Collective Leadership Institute.



The Collective Leadership Institute aims at scaling-up the network and the qualification Programme through other countries. In 2014, it started discussions with potential partners from Rwanda, South Africa, Kenya and Tunisia.

A high-level advisory board has been established and ten renowned leaders from public sector, civil society and private sector support the Young Leaders for Sustainability programme in the promotion of the concept of collective leadership: Günther Bachmann, General Secretary of the Council of Sustainable Development (RNE); Prof. Dr. Matthias S. Fifka, Cologne Business School; Monika Griefahn, Director, Department of Environment and Social Responsibility at AIDA Cruises, Co-Founder, Greenpeace Germany; Christine Baer, Coach and Advisor, Ashoka Germany gGmbH; Dr. Anke Martiny, Member of the Board, Transparency International Germany e.V.; Norbert Kunz, Director, iq consult; Cornelia Richter, Member of the Board, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; Jürgen Schmidt, Founder and Chairman of the Board, memo AG, and Kristina Steenbock, Director, The Smart Energy for Europe Platform (SEFEP).

YLS supporters and partners in 2014 included the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, AiF Projekt GmbH, Climate KIC Switzerland and the World Wide Fund for Nature (WWF).



RESEARCH & PUBLICATIONS

The Collective Leadership Institute decided to start publishing a **“Collective Leadership Studies”** semiannual series. The first volume **“Shifting the way we co-create - How we can turn challenges into opportunities”** was published in November 2013, based on research to explore the factors and patterns that help engender a collective way of leading for sustainability. Practitioners from the private, public and civil society sectors who were leading sustainable development initiatives were interviewed. This first study analyses how these leaders built committed teams both within and across organisational boundaries and how they managed to integrate different organisational cultures into joint initiatives and foster collaboration between diverse stakeholders. The second volume **“Navigating complex change - How we can master the challenges of stakeholder collaboration”** was published in December 2014 and explores the conceptual background and application of our core

methodological approach, the Collective Leadership Compass, that empowers individuals and groups of leaders to navigate complex change in multi-stakeholder collaboration.

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

Our practical guide **“Working with Stakeholder Dialogues”** represents a real milestone as it opens up great possibilities for our work all over the world. Working towards a more sustainable world requires bringing together differing world views and balancing conflicts of interests. Based on the Collective Leadership Institute's experience in process support & capacity building, this practical guide supports you in planning, implementing and evaluating successful, result-oriented consultation & cooperation between different stakeholders. The guide is now available in German, English, French and Arabic.

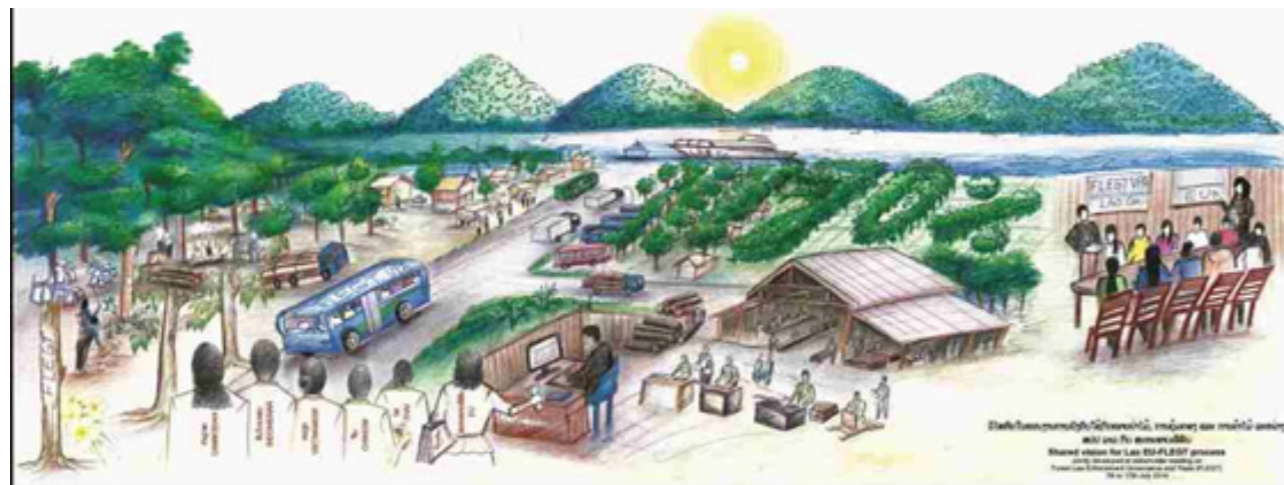
Besides the books and studies, the Collective Leadership Institute has published several **articles** on Generation Y, Stakeholder Engagement, Collective Leadership and other relevant topics over the years.

SELECTION OF INTEGRATED CAPACITY DEVELOPMENT ACTIVITIES IN 2014

Integrated Capacity Building for Sustainable Forestry and Trade in Laos

In July 2014 in Siem Reap, Cambodia, the Collective Leadership Institute (CLI) led two capacity building events on Stakeholder Dialogues and Process Design for a 24-person group of technical-level participants from the Lao FLEGT VPA process (Forestry Law Enforcement, Governance and Trade Voluntary Partnership Agreement), representing all sectors as well as development cooperation. Since then, work has continued in Laos both at the high level and technical level. Key stakeholders, supported by the Gesellschaft für internationale Zusammenarbeit (GIZ) ProFLEGT programme, organized a day-long workshop on identifying a process for defining the timber legality definition, including the further development of so called 'Thematic Expert Groups'. A selected core group from the Cambodia capacity building events was invited to participate in a further training on Dialogic Process Facilitation in Jakarta, Indonesia. This participation is an important next step to becoming a certified Stakeholder Collaboration Expert as part of CLI's Accreditation Scheme.

The overall objective of the integrated capacity building on 'Dialogic Process Facilitation' was to support key stakeholders from all relevant sectors in the Lao FLEGT VPA process on technical level to understand the importance of their roles as stakeholder dialogue facilitators, further develop the skills necessary by applying them to their practice and enable them to actively play their roles as important drivers of the process. The facilitators designed their time together based on the CLI approach to Integrated Capacity Development, reinforcing tools and process management skills with personal mastery and leadership skills with exposure and practice. Based on the knowledge of the group and the expectations and questions collected from their pre-questionnaires, the CLI carefully tailored the Dialogic Process Facilitation course to the Lao FLEGT VPA context. Objectives were agreed in consultation with GIZ and debriefing meetings were held every evening to further tailor the subsequent day's agenda.



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

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

Support for the establishment of the Rwanda Public Private Dialogue Mechanism (RPPD)

In October 2012, the Rwandan government launched the Public Private Dialogue (PPD) mechanism to enable the government and the private sector to jointly discuss key business and private sector constraints, leading to their resolution. The Public Sector Forum (PSF) and the Rwanda Development Board (RDB) formed a secretariat to implement the PPD mechanism. Both the RDB and PSF are partners in the Eco-Emploi Programme, part of the focal area "Sustainable Economic Development" of the Rwandan-German Development Cooperation. The CLI has been engaged to support the RPPD Secretariat in designing the implementation at district level; building the capacity of the Secretariat, its partners and key stakeholders to collaborate effectively and conduct effective dialogue at district level; and providing ongoing mentoring, coaching and reviewing and facilitating iterative learning. PPDs now

operate in all 30 districts in Rwanda and have been incorporated into the annual district plans. Regular dialogues are prepared and facilitated by 6 trained local champions in every district, and coordinated by Rwandan consultants trained in the CLI stakeholder collaboration methodology. As the PPD mechanism was rolled out, focus areas such as women in business and people living with disabilities in business were incorporated into the mechanism.

Capacity Development in the Afghan water sector

The Collective Leadership Institute intensively trained 16 members of the Afghan Urban Water Supply and Sewerage Company (AUWSSC) in working with Stakeholder Dialogues, key concepts for achieving common goals, and Success Factors in Stakeholder Dialogues during 3 tailor-made courses in New Delhi, India in January 2014. The training supported the ministries, engagement processes relating to water policy, on drafting a water law, and on preparing to set up regional river authorities in order improve the efficiency in managing the water resources in Afghanistan and deliver clean drinking water to the public.

FUNDED PROJECTS

ENTIRE - Empowering regional civil society organisation networks to take an active role in Integrated Water Resources Management (IWRM) in the Southern Mediterranean Region

The Collective Leadership Institute, the Arab Countries Water Utilities Association (ACWUA), the Arab Network for Environment and Development (RAED), and the German Water Partnership (GWP) are equal partners of ENTIRE.

ENTIRE is a two year programme funded by the European Union's Non-State and Authorities Programme. The main objective is to strengthen the role of civil society organisations in reforms, democratic changes and sustainable development of the water sector in the Southern Mediterranean region (SMR).

In order to facilitate the cooperation with actors in the region, a permanent position has been created within the Arab Water Utility Network (Project manager). One of his tasks is to use his newly built understanding of the DCM to establish technical working groups (TWGs) on management of utilities, capacity building and training, management of water resources, water and health, utilities' reforms and benchmarking. The project will run through most of 2015.

Preparation and implementation of the strategic workshop " Forum for Sustainable Cocoa
The Collective Leadership Institute supported the Forum for Sustainable Cocoa, initiated by The Gesellschaft für internationale Zusammenarbeit (GIZ), in preparation, design and implementation of strategic workshops. Essential parts of the agreement were the consultancy of the project secretary and a quality check of the general meeting's format and programme. Furthermore, preliminary talks with key actors and the moderation of the workshop on October 10th 2014 in Berlin were conducted.

The Collective Leadership Institute's approach is based on the Collective Leadership Compass, which serves as a planning and monitoring tool and offers a quality check in multi-stakeholder collaborations. Alongside the

Compass, the Dialogic Change Model was applied and continues to offer a structure and orientation for concrete future action steps. Arising from previous analysis, the Collective Leadership Institute developed several recommendations for a medium-term focus on the Project Sekretariat's work.



ONLINE CAPACITY DEVELOPMENT

The Platform www.StakeholderDialogues.net
Inspired by the vision to empower as many people as possible and to build capacity to implement sustainability in the field, the Collective Leadership Institute decided to build up an online platform that makes the renowned methodology on Stakeholder Dialogues available to a wide audience. StakeholderDialogues.net is a learning space and a community directed towards practitioners from the private sector, the public sector, and civil society organisations. With StakeholderDialogues.net the Collective Leadership Institute aims to build a global network for change by activating networks and fostering mutual support among change agents in order to empower people to use our dialogic change methodology and collective leadership for sustainability. The online platform was launched in May 2013. Thanks to seed funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) the Collective Leadership Institute was able to start the project by the end of 2012.

3.3 IMPACT (INCLUDING OUTCOME)

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

Through our basic training "*The Art of Stakeholder Collaboration 1*" participants from all over the world had the opportunity to exchange experience, gain insights, knowledge and facilitation skills to prepare and conduct Stakeholder Dialogues. Each one could analyze his/her own case and define the cornerstones for the success of the initiative. The feedback provided by peers and facilitators enriched the discussion and helped them to identify the elements that could be improved to achieve better results.

The growing interest in Stakeholder Collaboration and the Collective Leadership Institute's dialogic approach is reflected in the increasing demand for our capacity building programmes. This statement is supported by our more than 1700 alumni, who attended at least one of our courses and used our tools to identify key factors to move their change processes forward.

Strategy consulting, process coaching and facilitation in Stakeholder Collaboration for the Social and Environmental Standards Programmes
The goal of the cross-regional Social and Environmental Standards Programmes is to integrate sustainability management in global supply chains. The four thematic focus areas are: industrial production (social standards),

agriculture (coffee, cocoa, and tea), forestry (certification), and innovative sectors (sustainable construction, sustainable tourism). All of these involve diverse actors and require a carefully crafted, result-oriented dialogue process. The CLI provided strategy consulting, process coaching and facilitation to two specific project secretariats in this programme:

- The Partnership for Sustainable Textiles
- The German Initiative on Sustainable Cocoa (GISCO)

This included joint stakeholder analysis and evaluation, process design and devising stakeholder engagement and communication strategies according to the CLI methodology. Throughout the collaboration, members of the project secretariat benefited from personal coaching to build competencies for stakeholder dialogues, collective leadership and dialogic facilitation. The contract furthermore included facilitation of internal workshops and key events such as the General Meeting of the GISCO Association and the official launch of Partnership for Sustainable Textiles. These two events were the celebrated successes of the collaboration and CLIs contribution was highly recognized.

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

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

Creating a public-private German Arab Water Sector Network

Many countries in the Middle East suffer from inadequate water supply, a serious situation which can be greatly improved by including the knowledge and technology of German private-sector companies. The immediate need for awareness building was recognized and a Stakeholder Dialogue has been put in place in order to foster cooperation. The process was started and immediately gained support from prospective participants including German and Arab industry and trade associations, leading to the creation of the German Arab Water Sector Network. One very concrete success of the networking activities over the last years is the approval of a European Union funded project focussing on strengthening the water sector network in the MENA region that will be implemented by the network members beginning from September 2013.

Sustainable forestry in Morocco

The fragmentation of responsibilities and a lack of expertise in interdepartmental and cross-sector collaboration for the protection of forests in Morocco has caused distrust towards collective approaches. By showing the different ministries how an interdepartmental dialogue

on forest protection would promote their own goals, common ground could be established and thus a stronger willingness for cooperation emerged. The personal contact and the way the dialogue was initiated conveyed an atmosphere of respect and awareness towards the differing perspectives of the ministries. The open dialogue with representatives from the ministries helped rule out any scepticism towards interdepartmental collaboration. This led ministries to cross-sector collaboration concerning sustainable forestry and the protection of forests in Morocco.

The Comoros Islands: From conflict to unity

The ambitious plans to eradicate malaria on the Comoros Islands with aid of the Global Fund to Fight AIDS, Tuberculosis and Malaria had come to a halt in 2011 due to the disunity and conflicts between members of the regional committee. By applying Stakeholder Dialogues, the urgency of the situation and different points of view were communicated to the members and a reunion of the committee was accomplished in a short time. The dialogue that took place in the workshop enabled the group to develop a common understanding of what the Country Coordinating Mechanism (CCM) is, why it exists and how each different stakeholder can contribute to its effective operation. The meeting reenergised and confirmed the members' commitment, including those who did not take part in the workshop. The CCM started to act and feel like a group and produced tangible results and next steps. Several key committees were formed, which are responsible for monitoring, evaluating and preparing grant proposals and several follow-up meetings were held within a few days.

3.4 EVALUATION AND QUALITY CONTROL

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

The overall assessment of the **"The Art of Stakeholder Collaboration 1"** course in 2014 was highly positive, since most of our participants indicated that the content, methodology, learning materials and atmosphere were very good or excellent. Besides, more than 85% of them agree that the knowledge and skills gained definitely make a difference in their work with stakeholders and most of them already recommended the course to other colleagues or professional partners. Almost 90% of our alumni expressed interest in taking their Stakeholder Dialogues to the next level of impact, joining in advanced courses for practitioners.

One participant commented: „All the tools were very relevant for me! The content was very helpful as I conduct meetings and facilitate workshops regularly: a number of solutions to the challenges I face came out clearly. All our managers should be exposed to these tools!“

As a result, our portfolio was further improved and expanded to meet their demands. It allowed us to offer a more specialized course on **„The Art of Dialogue“**. The release of the first edition was a special highlight and received a very positive feedback.

The Collective Leadership Institute is considering the future development of further impact evaluation measures. In 2014, we developed and implemented a customized Balanced Scorecard system.



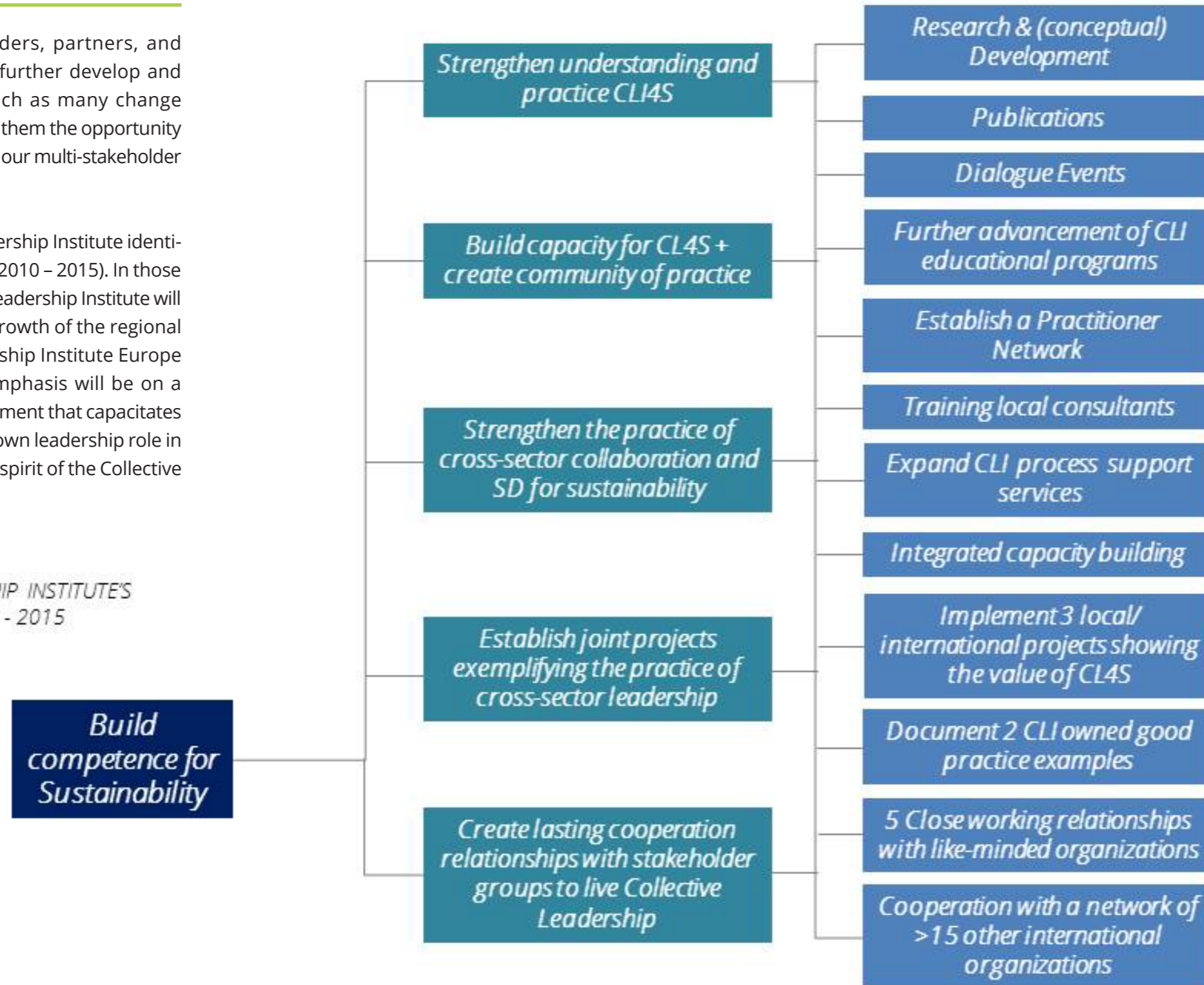
4. PLANNING AND OUTLOOK

4.1 PLANNING AND OBJECTIVES

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

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

COLLECTIVE LEADERSHIP INSTITUTE'S
STRATEGIC PLAN 2010 - 2015



Objective I

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

Objective II

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

Objective III

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

Objective IV

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

Objective V

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

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

THE POTENTIAL OF HIGH QUALITY DIALOGUE PROCESSES

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



THE TRENDS OF A NEW PARADIGM LEADERSHIP APPROACH

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

THE POTENTIAL FOR A NETWORK COMMUNITY OF PRACTITIONERS AND CHANGE AGENTS

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

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

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

4.3 RISKS

The risks identified in 2014 are:

Competence level of personnel

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

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



The risk will be further addressed in 2015 by strengthening our network of associates, recruiting more experienced personnel and further strengthening the competence of existing staff.

Dependency on contracted Integrated capacity development

In 2014 almost all integrated capacity development work has been contracted by one international organisation.

This risk will be addressed by a two-pronged strategy - diversification of collaboration partners in 2015 and applying for funded self-designed project through Public Institutions.

5. ORGANISATIONAL STRUCTURE AND TEAM

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

5.1 ORGANISATIONAL STRUCTURE

At the end of 2014, 10 staff members were employed by the Collective Leadership Institute (CLI) e.V. The work has been supported by five interns and one working student during 2014. In 2014 the Collective Leadership Institute worked together with eleven associates from five different countries (Ethiopia, Germany, Philippines, Senegal, and South Africa). Collective Leadership Institute's associates are of particular importance as they bring in their valuable expertise at our trainings and courses as co-facilitators.

The Collective Leadership Institute as a membership Association currently has 24 members. The managing directors are supported by a board of six honorary board members.

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

The team of the Collective Leadership Institute (end of 2014)

Adele Wildschut Regional Director South Africa

Alejandra Müller Project Manager Capacity Building Programmes

Andrew Aitken Project Manager Process Support and Course Facilitator

Bernd Schulz Office Manager and Deputy Chairman (since december 2014)

Dominic Stucker Senior Project Manager Process Support & Course Facilitator

Jade Buddenberg Project Manager

Lulekwa Gqiba Project Manager South Africa

Nizar Thabti Communications Manager

Paul Kuhlmann Project Manager

Petra Kuenkel Executive Director and Chairperson

5.2 STATE OF ORGANISATIONAL DEVELOPMENT

Since its foundation in 2005, the Collective Leadership Institute has matured quickly. Today, the Institute team consists of 9 staff members. At the General Meeting of the Members in September 2014, the honorary advisory board was elected. In parallel, Petra Kuenkel and Kristiane Schaefer were nominated to take over the responsibility as full-time managing directors.

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

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

In order to contribute to overcome sustainability challenges, the Collective Leadership

Institute will expand its open and integrated capacity development programmes and design a scaling-up strategy in 2015. Personnel and organisational development will further be a focus in our work in 2015.

5.3 KEY PERSONNEL

Petra Kuenkel Executive Director and Chairwoman of the Board

Relevant experience and competence

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

Management experience

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

Specialist knowledge / Experience with target groups / Further qualifications

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

Kristiane Schaefer Co-Founder and Associate

Relevant experience and competence

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

Management experience

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

Specialist knowledge / Experience with target groups / Further qualifications

Kristiane Schaefer has extensive experience in the public sector as project manager and in the integration of cooperation with the private sector (PPP – public private partnerships).

She has advanced training in diverse fields e.g. systemic change consultant (eurosistem), group dynamic training for trainers and consultants, leadership lessons (debis Academy).



5.4 PARTNERSHIPS, COOPERATIONS AND NETWORKS

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

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

Our partners and networks include:

- Arab Countries Water Utilities Association (ACWUA)
- Arab Network for Environment & Development (RAED)
- Ashoka gGmbH
- BMW Foundation Herbert Quandt
- Cologne Business School
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Druckerei Steffen

- Eberswalde University for Sustainable Development (HNE)
- ENGAGEMENT GLOBAL gGmbH
- Federal Ministry for Economic Cooperation and Development (BMZ)
- Forum CSR
- German Association for Environmental Management (B.A.U.M. e.V.)
- German Water Partnership (GWP) e.V.
- Institute for Advanced Sustainability Studies (IASS) e.V.
- iq consult
- memo AG
- Rat für Nachhaltige Entwicklung (RNE)
- Simon Vetter Stand Out International Inc.
- Smart Energy for Europe Platform (SEFEP)
- Think-cell
- Transparency International Deutschland e.V.
- UN Global Compact
- Verbund Entwicklungspolitischer Nichtregierungsorganisationen Brandenburgs (VENROB e.V)
- World Wide Fund for Nature (WWF)

6. PROFILES OF THE ORGANISATIONS INVOLVED

6.1 ORGANISATIONAL PROFILE

Collective Leadership Institute e.V.

Location

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

Legal form

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

Contact details

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Eisenhartstraße 2
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7915 Cape Town
South Africa

Phone: +27 (0) 21 462 3902

Fax: +27 (0) 21 462 3918

southafrica@collectiveleadership.com

www.collectiveleadership.com

Foundation

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

Succession policy

None

Link to articles

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



Commercial register

Vereinsregister Potsdam, VR 7404 P from 08th June 2009

Non-profit organisation

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

The corporation Collective Leadership Institute e. V. pursues objectives that are exclusively and immediately for the public benefit within the meaning of the clause "Tax privileged objectives" of the German Fiscal Code § 52 clause 2

No. 7. The corporation is authorized to issue receipts confirming donations according to the officially prescribed form (§ 50 clause 1 EStDV) for donations which are made towards the purposes mentioned above.

Tax statement

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

Employee representatives

None

NO. OF EMPLOYEES	2010	2011	2012	2013	2014
Permanent employees (year end)	6	10	11	14	10
Number of full time employees	5	7	9	13	10
Number of part time employees	1	1	2	1	0
Paid on 400 EUR basis	0	2	0	0	0
Freelancers / Associates	4	5	7	10	16
Volunteers	0	0	0	0	0
Total employees	10	15	18	22	26
Number of full time equivalents (FTEs)	5,8	7,8	10,6	13,8	10

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Petra Kuenkel is chairwoman of the board of the Collective Leadership Institute (CLI) e.V. and Bernd Schulz is Deputy Chairman. The essential tasks and functions of the management directors are governed in the management regulations.

6.2.2 ADVISORY BOARD AND GENERAL MEETING MEMBERS

The Association's general meeting of members monitors the management and observes that their tasks are pursuant to statutory procedures. According to Collective Leadership Institute's statute, the members meet every three years. The last general meeting of members was held in December 2014.

An advisory board was elected at the last general meeting.

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

HONORARY ADVISORY BOARD MEMBERS



Petra Kuenkel



Vera Fricke



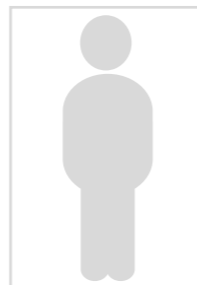
Bernd Schulz



Frank Appenzeller



Helga Lenz



Mechthild Runger

6.2.3 FINANCIAL REPORTING

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

6.3 SHAREHOLDER STRUCTURE

As an association, this point is not relevant.

6.4 ENVIRONMENTAL AND SOCIAL PROFILE

In its operational and employee manuals, the Collective Leadership Institute strives to be a responsible organisation from an environmental and social point of view. The Collective Leadership Institute ensures that employment policy and practices are fair and equitable in regard to the individual and the employment laws of Germany.

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

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

With regard to its environmental policy, the Collective Leadership Institute aims to minimise 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

We currently use the single-entry bookkeeping method.

7.1.2 ANNUAL FINANCIAL STATEMENT

We compile an annual financial statement which consists of a statement of assets and liabilities and a profit and loss account. The annual financial statement is prepared internally and reviewed and finalized by the auditing and tax consulting firm Dr. Knabe, Jägerallee 37 i, 14469 Potsdam, Germany.

7.1.3 CONTROLLING

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



7.2 STATEMENT OF ASSETS AND LIABILITIES

ASSETS		2014	2013	2012	2011
		€	€	€	€
A. Fixed assets	<i>I. Intangibles</i>	1.454,00	2.119,32	2.960,32	3.803,00
	<i>II. Tangibles</i>	8.600,00	12.526,23	7.852,55	9.836,00
B. Current assets	<i>I. Cash and bank balance</i>	462.851,66	453.676,87	550.430,19	279.398,39
	<i>II. Other</i>	48.534,75	9.570,00	7.770,00	7.770,00
Total Assets in €		521.440,41	477.892,42	569.013,06	300.807,39
LIABILITIES		2014	2013	2012	2011
		€	€	€	€
A. Retained earnings	<i>I. Ideational area</i>	82.984,79	64.119,77	42.556,77	32.197,67
	<i>II. Interest</i>	8.260,20	6.711,35	4.745,27	3.344,83
	<i>III. Educational area</i>	384.729,30	424.587,14	275.842,16	212.041,81
	<i>IV. Consultancy area</i>	1.918,13	73.594,80	-22.336,81	10.674,42
B. Annual result		41.547,94	-91.120,64	268.205,67	42.548,66
C. Other liabilities		2.000,05	0,00	0,00	0,00
Total Liabilities in €		521.440,41	477.892,42	569.013,06	300.807,39

7.3 INCOME AND EXPENSES

INCOME	2014	2013	2012	2011
	€	€	€	€
A. Income ideational area	4.017,80	18.865,02	21.563,00	13.029,10
B. Interest income	365,55	1.548,85	1.966,08	1.572,42
C. Income educational area	786.527,40	674.048,22	707.581,07	503.235,76
D. Income consultancy area	540.066,77	462.571,59	407.948,25	313.842,57
Total Income in €	1.330.977,52	1.157.033,68	1.139.058,40	831.679,85

EXPENSES	2014	2013	2012	2011
	€	€	€	€
A. Personnel costs	637.313,26	614.388,21	479.175,25	326.688,40
B. Honorarium	273.529,48	213.268,17	81.722,27	152.368,97
C. Travel costs	114.333,96	115.749,82	90.227,64	108.648,12
D. Seminar and course costs	48.419,02	56.766,63	53.048,10	36.931,97
E. Facility cost	39.295,88	43.785,85	37.538,06	31.883,20
F. Administrative cost	53.586,92	78.296,53	37.800,34	32.849,87
G. Marketing cost	25.116,46	39.248,99	52.474,51	25.887,23
H. Depreciation	5.689,58	6.471,77	5.808,14	4.629,55

EXPENSES	2014	2013	2012	2011
	€	€	€	€
I. Tax	90.542,54	78.680,20	32.075,00	65.653,64
J. Other expenses	73,05	67,00	31,99	2.471,41
K. Incidental monetary transaction	1.529,46	1.431,15	951,43	1.118,83
Total Expenses in €	1.289.430,61	1.248.154,32	870.852,73	789.131,19
Annual result in €	41.547,97	-91.120,64	268.205,67	42.548,66

7.4 MANAGEMENT REPORT

Our activities are primarily self-financed. Income is mainly generated by means of course fees for our various capacity building programmes (open courses, tailor-made courses and YLS – see 2.3.4) and process support services. Only to a minor extent was the Collective Leadership Institute financed through donations, grants and membership fees in 2014.

Funding has been granted from the European Union for the Collective Leadership Institute’s ENTIRE project.

It is our goal to increase funding from general government budgets including other public financing sources for other projects in 2015.



www.stakeholderdialogues.net



www.youngleadersforsustainability.net



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