

ANNUAL REPORT

2015

We empower people to lead collectively
towards a more sustainable future



COLLECTIVE LEADERSHIP INSTITUTE

Annual report



Collective Leadership Institute e.V.
Eisenhartstraße 2
14469 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)
52/54 Francis Street, Woodstock
7915 Cape Town
South Africa

Phone: +27 (0) 21 462 3902
Fax: +27 (0) 21 462 3918
southafrica@collectiveleadership.com

Editorial Work
Carlotta During

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 **Collective Leadership Academy**, our **Transformation Support**, our **Network 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

Since the United Nations launched the 2030 agenda for sustainable development and the 17 Sustainable Development Goals (SDGs) in November 2015, sustainability became a global priority. All over the world people are contributing with their work and inspiration to the Sustainable Development Goals. They are aiming to ensure clean water and sustainable water management, to end hunger and promote sustainable agriculture, to combat climate change and its impact, and to achieve quality education and lifelong learning opportunities for all. The challenges ahead of us are enormous, but the movement to address the challenges collectively is growing. Transforming unsustainable global trends fueled by irresponsible and unaware production and consumption patterns requires

a global mind-shift and behaviour change. Prescriptive action, regulations and incentive systems are important to protect planetary boundaries, but insufficient for creating the underlying paradigm shift towards the tipping point for sustainability. A new narrative is essential. A world that works for 100% of humanity and the planet is doable with behavioural change at all levels of global society. At the core of such a transformative change are people. The new narrative needs a navigating approach that does not prescribe action, but empowers people with essential sustainability principles that can be scaled from individual action to large systems change. Cross-institutional collectives of actors need to drive change collaboratively and shift dysfunctional patterns into

functioning and thriving patterns of aliveness. Scaling collaboration skills is essential.

The Collective Leadership Institute has accompanied complex multi-stakeholder collaboration around sustainability issues since its inception in 2005. Based on many successfully supported multi-stakeholder processes and backed with insights from systems theory and neuroscience, it has developed a navigating approach modelled around essential life and sustainability principles. The approach has been tested in various settings from establishing a global mainstream coffee standard to shifting dysfunctional interaction between multiple stakeholders around sustainable water management in a Tunisian province, from the setting-up of a sustainable textile alliance to stakeholder collaboration around sustainable forestry or helping a global company drive its sustainability strategy.

The navigating approach supports building functional collaboration ecosystem around sustainability issues and shifts dysfunctional interaction patterns into a spirit of leading collectively. It can be applied for enhancing individual leaders, driving cross-institutional collaboration, and diagnosing or planning complex change.

Also identified as networked targets with close interdependency, the 17 Sustainable Development Goals with their 169 targets are expected to function as a plan of action for world development, with voluntary achievement commitments for public sector, private sector and civil society in all countries.

Addressing the sustainability challenges clearly requires different actors in all sectors to work together in a more fruitful and constructive way. No single actor has all the solutions, but each actor may contribute a parcel of knowledge, a puzzle piece that counts. Partnering

and multi-stakeholder collaboration between the private sector, NGOs, government, the UN, and communities will be essential to achieve the goals and they will be needed at a scale and quality that goes far beyond the current levels of collaboration capacity.

In 2015, the Collective Leadership Institute brought people from around the world together with our Executive Education Programmes. Participants 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 2015, we empowered nearly 250 people, all of whom are striving to change the world. They joined our group of more than 2,000 alumni world-wide.

We hope you enjoy reading the Collective Leadership Institute's 2015 Annual Report.

All this would not be possible without motivated people within our own organisation and beyond. We are grateful to our supporting partners, our associates, and our alumni, the people on the ground who work with our approach and who let us know what works and what needs to be improved.

We sincerely thank all of our staff and partners who are at the heart of our work towards effective collaboration worldwide.

Petra Kuenkel

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

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 2015. This report was completed on 31 May 2016 and follows the Social Reporting Standard (SRS). The report provides the reader an insight into Collective Leadership Institute's performances in 2015, the resources allocated, and the impact achieved.

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

Collective Leadership Institute e. V.
Eisenhartstrasse 2
14469 Potsdam
Germany

Tel: +49 (0) 331 58 16 59 6-0
Fax: +49 (0) 331 58 16 59 6-22

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

2.1 FOCUS

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 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 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 all of us. Especially since the United Nations decided on the 2030 agenda for sustainable development and the 17 Sustainable Development

Goals in November 2015, the relevance is evident. Success and failure in moving towards a more sustainable way of living on this planet concerns everybody. In order to move towards sustainable development, professional competence, stakeholder perspectives, political negotiation, and result-oriented implementation need to be brought together to foster 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 greater challenges, there is still a lack of collaborative leadership skills. Even though the 2030 agenda for sustainable development defined the collective responsibility for a globally sustainable future, there remains 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 concentrated on the individual or on one system and thus missed the great potential of dialogue, cooperation, and thinking together. Too few leaders anchor their actions 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 coming together around a collective desire to achieve sustainability.

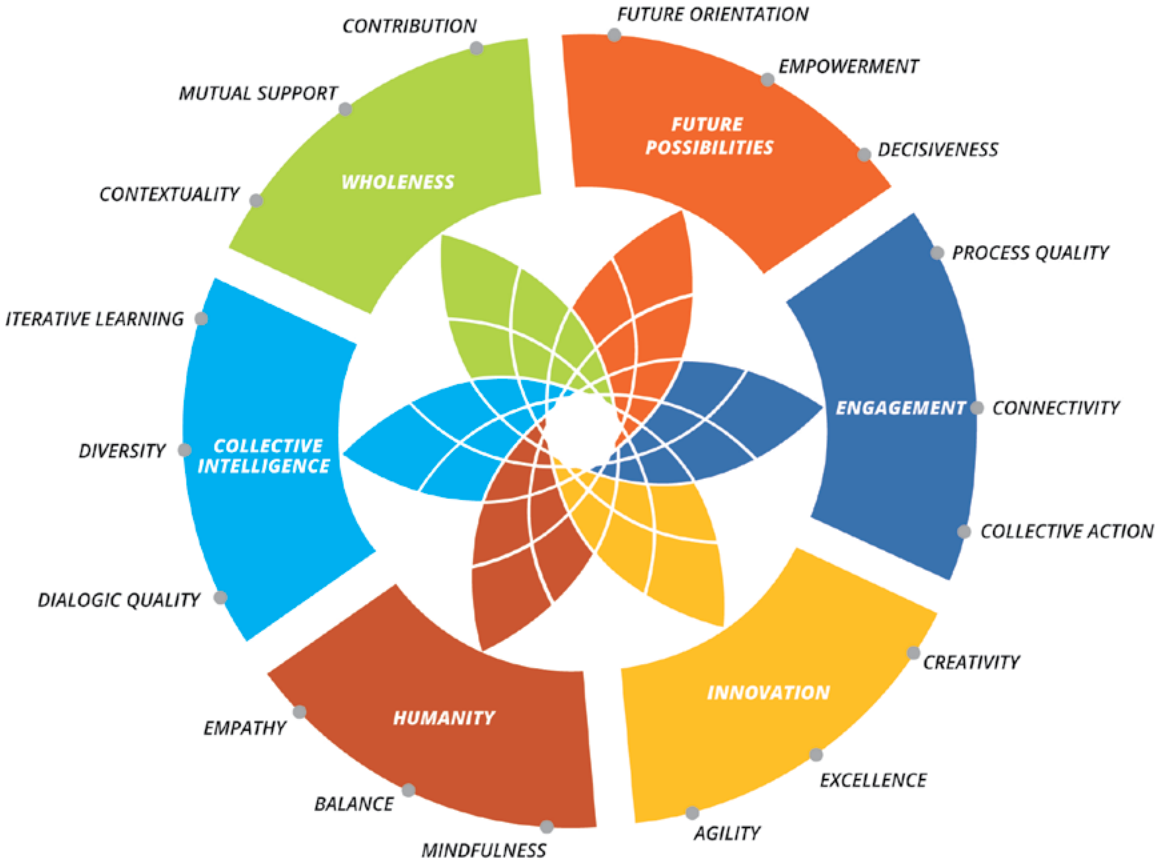


2.3.1 OUR STRATEGIC APPROACH

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 Collective Leadership Academy, our Transformation Support, our Network Building, our Partnering Expertise, and our Research, we build competence for sustainability for responsible business, people-oriented public service, and a strong civil society.

2.3.2 VISION

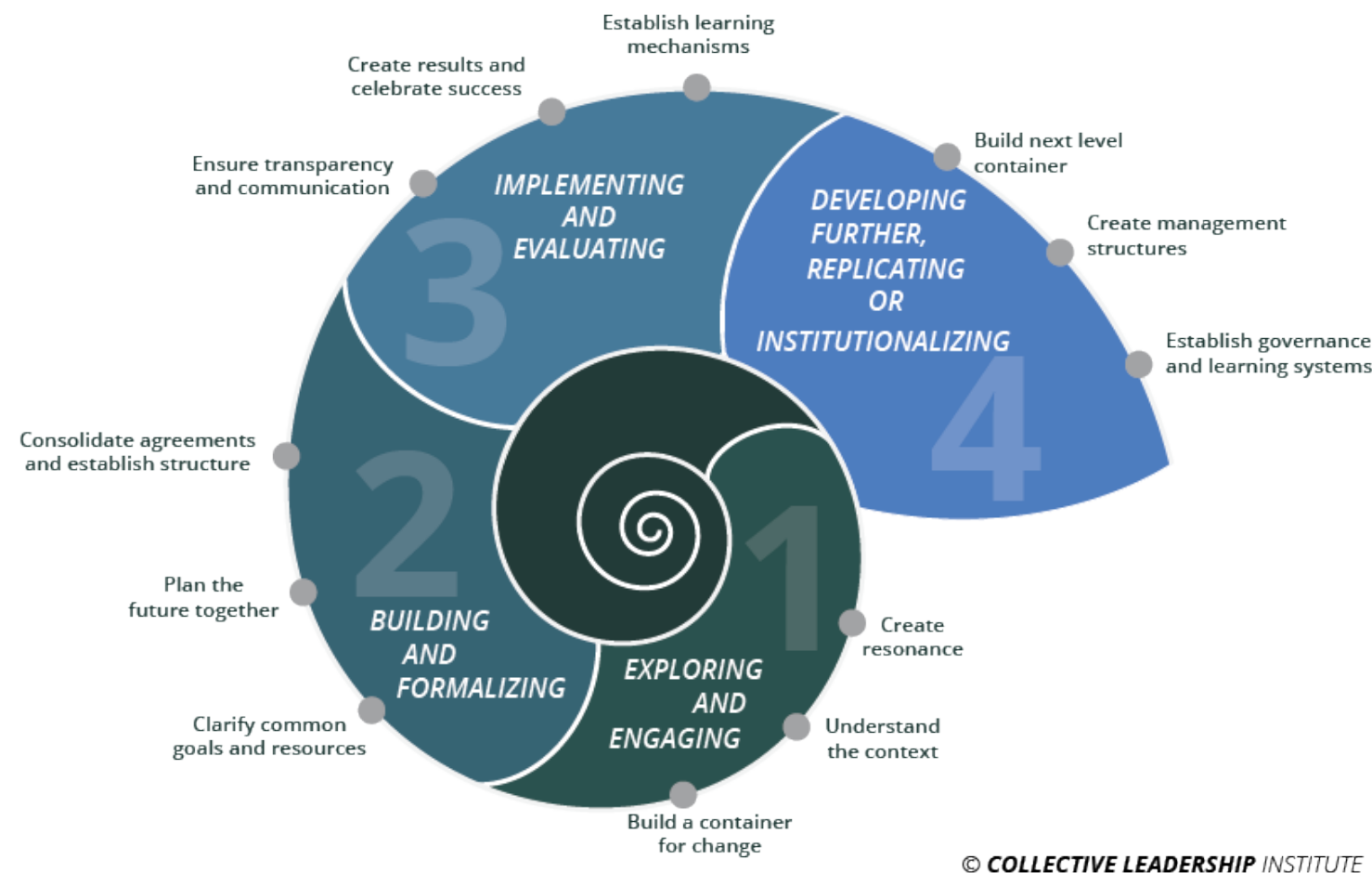
Turning sustainability challenges of complexity, interdependency, and urgency into opportunities requires more than passion, intuition, or excellent plans. We need to shift the way we co-create, learn faster together, collaborate more efficiently, and enhance collective action for more sustainable human behaviour. That's why we 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, partners, entire organisations, 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, North America, 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	EXPECTED IMPACT OF ACTIVITIES
Leaders, project managers and change agents from all sectors	Collective Leadership Academy – 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) Stakeholder Engagement (2 days)	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	Collective Leadership Academy – 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) Stakeholder Engagement (2 days)	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)	Participants go through different levels of development: Personal development Process skills Practical experience
Organisations, corporations and institutions from all sectors	Transformation Support	Strategic process coaching, systemic process advisory monitoring and evaluation with integrated capacity development	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	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	Change agents implement Collective Leadership Institute’s methodology in their daily work.
		Collective Leadership Studies. Volume 2. Navigating a complex change	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.
		Collective Leadership Studies. Volume 3. Empowering Young Professionals	The study is dedicated to the leadership perspective and potential of young professionals as they hold the key for sustainable development today.

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 focusing 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 **Collective Leadership Academy** Programmes in Stakeholder Dialogues and Collective Leadership integrate 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 programmes incorporate 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 **Transformation Support** for cross-sector collaboration projects combines advisory and capacity building services; in this way, we enable people to develop their own competence according to their specific challenges.

Our **Network Building** for resilient systems anchors high-quality collaboration skills in a wide group of actors and builds local capacity to teach and convey those skills.

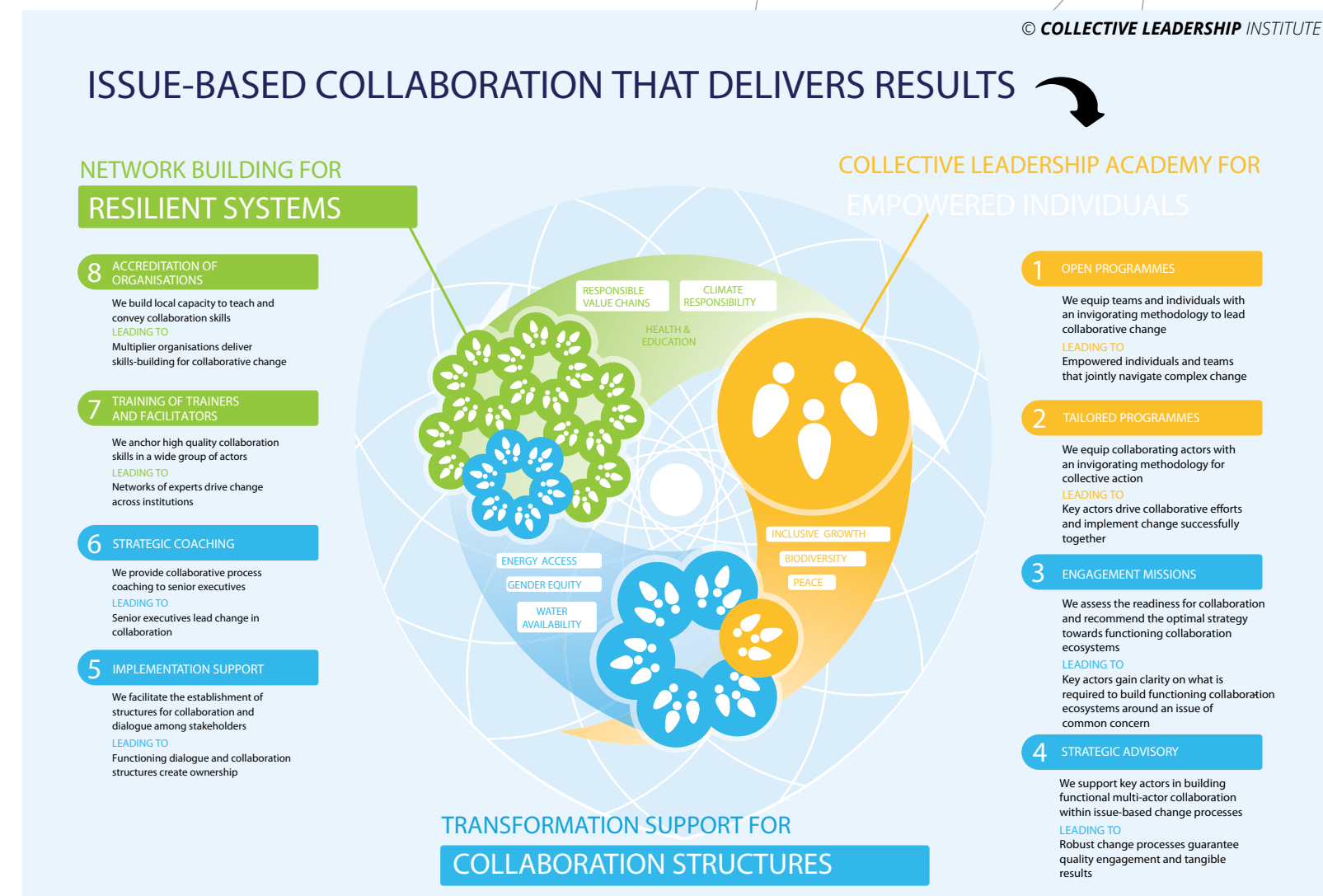
Our **Leadership Development** for sustainability fosters change in thinking and practical implementation through knowledge building, reflection and exposure.

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.

Our **Partnering Expertise** helps to create and support sustainable collective action.



ACHIEVING COLLABORATIVE IMPACT

We partner with public sector, private sector and civil society to scale up collaboration skills by

- ▶ identifying existing collaborative competence,
- ▶ implementing capacity building approaches to strengthen and improve collaborative capacity and
- ▶ helping to shift multi-actor settings towards successful collective action.

2.4.3 ALUMNI AROUND THE WORLD FROM OUR COURSES IN 2015

OPEN COURSES:

7 COURSES

113 PARTICIPANTS

TAILOR-MADE COURSES:

8 COURSES

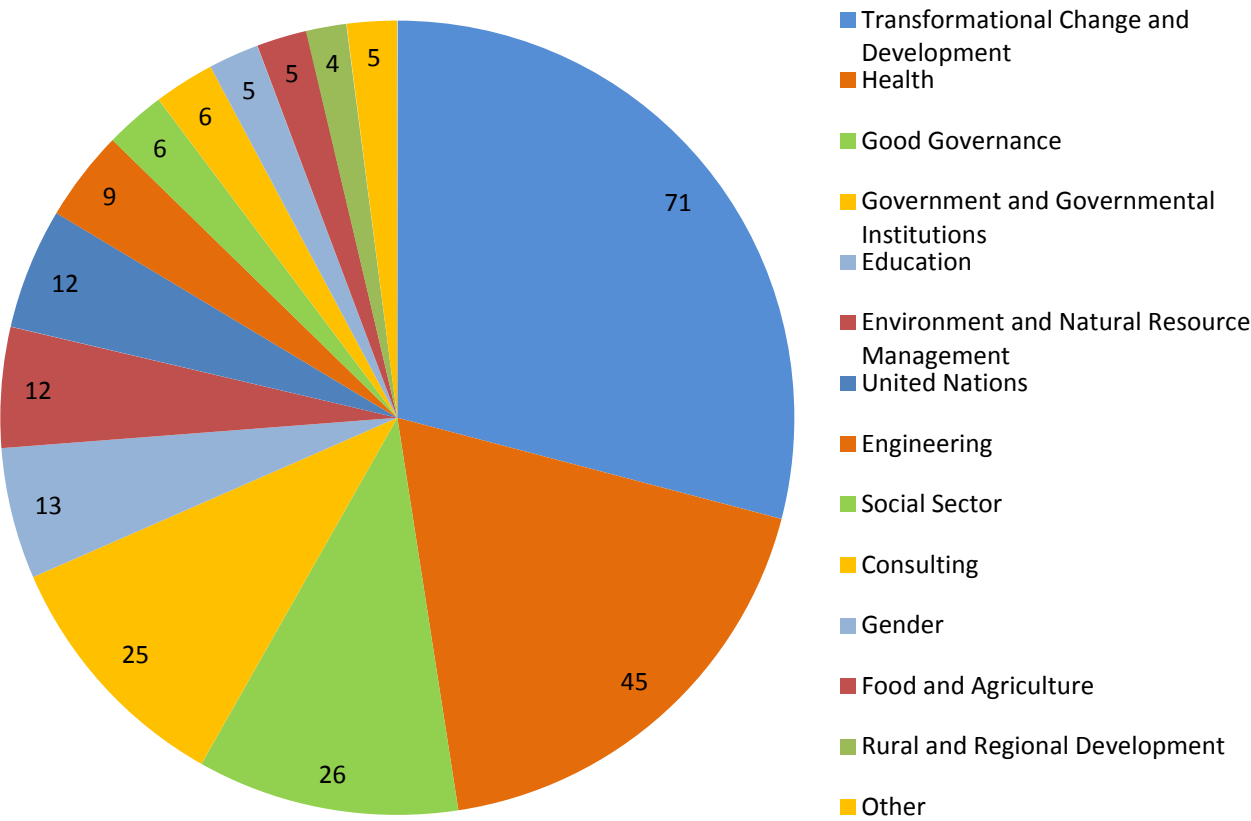
131 PARTICIPANTS

YOUNG LEADERS FOR SUSTAINABILITY:

1 CURRICULUM

13 PARTICIPANTS

DIVERSE SECTORS, REPRESENTED BY OUR COURSE PARTICIPANTS IN 2015



"IF YOU NEED TO IMPROVE PROCESS MANAGEMENT IN A MULTI-STAKEHOLDER SETTING BETWEEN GOVERNMENT, PRIVATE SECTOR AND NGOS, THE COLLECTIVE LEADERSHIP INSTITUTE OFFERS A UNIQUE COMBINATION OF THEORETICAL BACKGROUND, PRACTICAL KNOWLEDGE AND CASE WORK THAT HELPS TO INCREASE RESULT-ORIENTATION IN STAKEHOLDER DIALOGUES."

PARTICIPANT AT 'THE ART OF STAKEHOLDER COLLABORATION' COURSE

3. SOCIAL IMPACT

3.1 RESOURCES USED (INPUT)

The following resources were used in 2015:

Personnel costs	578.150,89 €
Material costs	414.822,00 €

3.2 WORK PERFORMED (OUTPUT)

EDUCATIONAL PROGRAMMES: OPEN COURSES

In 2015, the Collective leadership Institute implemented 15 open and tailor-made courses with 244 participants. The Young Leaders for Sustainability Programme trained 13 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 2015, 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"
- "Stakeholder Engagement"

In 2015, seven open courses took place in three different countries, three different continents and two different languages (German, English). Collective Leadership Institute's flagship course

"The Art of Stakeholder Collaboration 1" was facilitated three times, once in Germany, once in South Africa, 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 2015, the Collective Leadership Institute ran eight tailor-made trainings around the world.

EXAMPLE FOR A TAILOR-MADE COURSE IN 2015

Capacity Building with the Gender Theme Group (GTG) chaired by UN Women in Georgia

The Gender Theme Group aims to strengthen coordinated action towards greater gender equality and women's empowerment in Georgia. The Collective Leadership Institute facilitated a three-day workshop on Stakeholder Collaboration. The programme was adapted to the interests and needs of the participants and the strategic needs of the GTG. It led to strategic insights and action steps identified for the development of GTG as a stakeholder platform. The overall ownership and engagement of the participants could be increased and three work streams were developed including stakeholder mapping, a process roadmap, and detailed planning for an upcoming event.

A participant on the course:
"In the past 20 years I've done a lot of trainings, but this was undoubtedly one of the best."



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 2015, the YLS programme was successfully run in Germany for the 6th time. It was launched in October 2015 with 13 participants from different projects and backgrounds. The young professionals worked for organisations such as: Gemeinnützige Hertie Stiftung, KiK Textilien and Non Food GmbH, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, 4Flow, Germanwatch e.V., Steelcase, FRÖBEL Bildung und Erziehung gGmbH, Museum of Natural History Berlin, Alnatura GmbH, and Collective Leadership Institute.

The Collective Leadership Institute aims at scaling-up the network and the qualification programme. Therefore, the Young Leaders for Sustainability programme is planned to be offered in English in 2017 and open to participants globally.

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 Hoenig-Ohnsorg, 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, Terra Institute; and Kristina Steenbock, Director, The Smart Energy for Europe Platform (SEFEP).

Apart from the participating organisations, several partners and supporters were included, such as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Aif Projekt GmbH, Climate KIC Switzerland, Gemeinnützige Hertie-Stiftung, Wildnischule Fläming, Premium Cola, Club of Rome, 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 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 CLI's core methodological approach, the Collective Leadership Compass, which empowers individuals

and groups of leaders to navigate complex change in multi-stakeholder collaboration. In July 2015 the third volume **"Empowering young professionals - How we can tap into the potential of a passionate generation"** was published. It is dedicated to the leadership perspective and potential of young professionals. Often described as Generation Y or Millennials, they not only are the leaders of tomorrow, but also hold the key for sustainable development today.

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.

In January 2016, the book **"The Art of Leading Collectively"** by Petra Kuenkel was published. It was already available for pre-order on amazon.com and Chelsea Green publishing by the end of 2015. It is a guide to collaborative impact for leaders in industry, government, and social change networks.

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 2015**Integrated Water Resource Management in Tunisia**

In Tunisia, water scarcity is a significant problem, especially in the central and southern parts of the country. Farmers have difficulty accessing water for the irrigation of their fields, and access to drinking water is equally restricted in some areas. As the groundwater levels continue to drop to alarming levels, there is an increasing urge for action. Many different actors are affected by the water challenges in the region, but each has a different understanding of it. In addition, many factors surrounding the issue are unclear, and public actors as well as farmers have different points of view on water access and the efficient use of water.

Therefore, a transparent dialogue between the different stakeholder groups is the key to improve the situation, and offers opportunities for transforming differences into constructive discussions. The main objective is to find jointly accepted solutions for sustainable regional water management via participative governance of the resource. Specifically, this is to be achieved via a Water Forum in the region of Kairouan, a series of meetings between both main stakeholder groups in order to jointly elaborate measures for better water management, and design a structure for shared local governance in the sector.

The Collective Leadership Institute works closely together with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and is facilitating the process. The two main stakeholder groups have been identified: The public administration (the Ministry of Agriculture and its regional and local representation)

represented by approx. 200 people; and the water users (farmers and inhabitants of the region) with approx. 400 representatives. Both groups have come together to develop an analysis of the situation shared among them internally, and to propose measures and ideas for improvement of water use and management. This internal positioning and exchange has been vital in order to allow a constructive exchange in the mixed dialogue involving both parties, planned for March 2016. The aim then is to jointly produce concrete measures and guidelines for water management. The first event of the Water Forum is envisioned for late spring 2016, where these results will be presented to a wider audience.

The process already represents a model example for local adaptation of the Dialogic Change Model. The detailed attention given to Phase 1 of Exploring and Engaging has already induced a shift of the prevailing mindsets: Both stakeholder groups started out from a position demanding unilateral action from the respective other, now they have gradually come to the recognition that a sustainable solution to a common good problem like water management needs transparent, constructive dialogue with each other.

**Process support on capacity development in Nigeria**

Invited by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Nigeria SEDIN programme (Pro-poor Growth and Promotion of Employment in Nigeria), the Collective Leadership Institute conducted a capacity needs assessment and developed a training plan for capacity building programmes to be implemented over a period of 3 years for the Nigerian Federal Inland Revenue Service (FIRS). The SEDIN programme is aiming to increase employment and income generation in micro, small, and medium enterprises (MSME) and focuses on tax reforms to promote a fair, transparent, and efficient tax system.

The mission's implementation process was supported by GIZ's SEDIN programme, FIRS, and the interaction with FIRS's stakeholders. The implementation was carried through using Collective Leadership Institute's set of customised approaches, particularly the Dialogic Change Model.

Based on the capacity needs assessment, a capacity strengthening plan was developed as well as a roadmap to its implementation. The major areas identified in this strategy plan include among others the establishment of a dialogue and consultation structure, the creation of a culture of dialogue and collaboration, and the strengthening of collaboration between the relevant stakeholders.

Input contribution for the African Civil Society Circle

The Collective Leadership Institute contributed to the African Civil Society Circle (ACSC) network workshop in South Africa in October 2015 by conducting an introductory capacity building session.

The African Civil Society Circle is a network of civil society organisations and think tanks from Southern Africa with a common goal to strengthen the region's voice in global, continental, regional, and national development debates and in promotion of good governance through critical reflection and innovative ideas. Working closely together with the Global Public Policy Institute, a non-profit think tank that facilitates the ACSC, the Collective Leadership Institute explored the expectations and required input for the workshop and designed a customized and realistic delivery of the training session as per the network's needs.

The session, called *Building Networks for Collaborative Change*, was successfully conducted and received positive feedback from the participants.



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).

The project started in September 2013 and was completed in November 2015. During this period the project achieved numerous accomplishments such as the creation of a permanent position for the coordination of capacity building activities on Stakeholder Dialogues in IWRM, two multi-stakeholder networking events, three training workshops as well as the realization of a webinar on Stakeholder Dialogues and a handbook for Stakeholder Dialogues on IWRM. Furthermore, the project included a baseline and endline survey, a mentoring system, and a manual on process monitoring and leadership in successful Stakeholder Engagement and more. The project was completed by a final narrative report.



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 an online platform that makes the renowned CLI methodology on Stakeholder Dialogues available to a wider 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 CLI's 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) GmbH the Collective Leadership Institute was able to start the project by the end of 2012. Since then the platform is being updated, is growing and is developing further to provide an excellent learning experience.

PARTNERING EXPERTISE

Multi-Stakeholder Partnerships

MAP (Multi-Akteurs Partnerschaften) is a German platform for Agenda 2030 partnerships and supports cooperation between different stakeholders that pursue common goals to achieve sustainable development by 2030. It is supported by the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Engagement Global, and the Collective Leadership Institute. MAP combines competencies, enables a more efficient use of resources and raises the capacity of people collaborating in complex systems. Multi-Stakeholder Collaboration and Partnering create resilient and sustainable solutions, increase ongoing commitment and offer the opportunity to jointly explore future possibilities. The approach and methodology of the Collective Leadership Institute help to lead towards successful and sustainable partnerships, which is important for the implementation of the Sustainable Development Goals.

The MAP project is aiming to establish and create effective and successful multi-stakeholder partnerships and to implement a governance structure for the platform's partnerships. The Collective Leadership Institute is contributing to this goal by identifying the relevant actors, their potential, and relevant challenges, offering capacity development to understand and apply the partnership approach in the context of MAP and the Agenda 2030, guiding and supporting the planning and implementation process, and developing the network in order to create synergy effects.

Promoting Effective Partnerships (PEP)

In 2015, the Collective Leadership Institute began participating in the Promoting Effective Partnering Facility, an initiative of the Dutch Ministry of Foreign Affairs under the framework of the Global Partnership for Effective Development Cooperation. Having identified the necessity of good partnering practices for implementation of the Sustainable Development Goals (SDGs), the Dutch Ministry of Foreign Affairs invited five expert organisations, including Collective Leadership Institute, to become the principal partners in leading the PEP Facility. Partnering and partnerships are explicitly recognized in the 17th 2030 Agenda as necessary for implementing the SDGs and the PEP Facility intends to become the global leader in guidance on good partnering practice for SDG implementation. The Collective Leadership Institute will contribute its theoretical expertise and practical knowledge to enhancing the PEP Facility's goals of becoming a globally renowned source of valuable partnering, guidance, information, and resources.





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

PETRA KUENKEL

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 have the opportunity to exchange experience, gain insights, knowledge, and facilitation skills to prepare and conduct Stakeholder Dialogues. Each participant has the chance to analyze his or her own case and define the cornerstones for the success of the initiative. The feedback provided by peers and facilitators enriches the discussion and helps them to identify the elements that can 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 2,000 alumni, who have attended at least one of our courses and used our tools to identify key factors to move their change processes forward.

Sustainable Development Goals

In September 2015, the UN launched the 2030 agenda for sustainable development and the Sustainable Development Goals (SDGs). Goal number 17 is aiming for “Partnerships for the Goals”. Collaboration and partnering is now recognized globally as being more important than ever before.

The Collective Leadership Institute is contributing to the implementation of the SDGs by offering capacity development in stakeholder collaboration as well as partnering expertise and guiding stakeholders towards successful processes and partnerships. The impact achieved in this field is highly relevant and important.

Support of Collaboration for National Unity in Sri Lanka

Following a history of violence and a tense period of contested development in Sri Lanka, the diverse and fragmented society is in need of integration processes to strengthen unity within the country. Therefore, the Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH’s FLICT (Facilitating Local Initiatives for Social Cohesion and Transformation) aims to support social integration and is working together with the Ministry for National Dialogue (MND) and the Office for National Unity and Reconciliation (ONUR). In order to improve national unity, coordination between different public sector entities and engagement and collaboration across sectors is essential. Trainings in Multi-Stakeholder Collaboration for a core team and key partners are needed. CLI facilitated two courses with the focus of bringing together high level and operational level participants from across sectors with the purpose of embedding a Collective Leadership approach among an initial group working for national unity in Sri Lanka. The courses led to results in learning, relationship, and process, such as the learned structured approach for Stakeholder Dialogues, the creation of an open space for collaboration and relationship building, and the broadening of the core group.

Process Facilitation in Water Management

A huge impact has been achieved in Integrated Water Resource Management in Tunisia. Water access and efficient use of water are highly important topics, as there is already an alarming water scarcity in some parts of the country. The stakeholders involved are the public sector and the water users consisting of farmers. As each group has a different understanding of the water challenge, a solution will be hard to achieve. Through facilitation of the process and concrete support by CLI, a stakeholder dialogue was initiated and has already led to lively discussions and exchanges about strategies, best practices, and concrete measures. The planned Water Forum in 2016 in Tunisia will present a milestone in Integrated Water Resource Management and advance the progress further.

A special emphasis was put on discussions and exercises that focused on exploring the requirements of setting up a multi-stakeholder initiative. The participants appreciated the useful input and tools.

"I THOUGHT IT WAS GOING TO BE LIKE ANY OTHER TRAINING. BUT I WAS SURPRISED TO REALIZE THAT THE IMPACT ON MY BUSINESS WILL BE REMARKABLE."

PARTICIPANT AT THE TAILOR-MADE TRAINING IN RWANDA

Empowering Stakeholder Collaboration in Rwanda's Creative Industry

In October 2015, the Collective Leadership Institute facilitated a tailor-made training to prepare representatives of selected associations of the Rwandan Creative Industry to conduct informed Public-Private Sector Dialogues in order to improve the framework conditions and to boost the economic development in this sector.

The participants created a roadmap for the Creative Industry including joint discussions and ideas for the implementation of solutions with the private sector and other relevant stakeholders. The Collective Leadership Institute supported this work process by introducing instruments for planning, implementing, and monitoring Stakeholder Dialogues, as well as reflection tools.

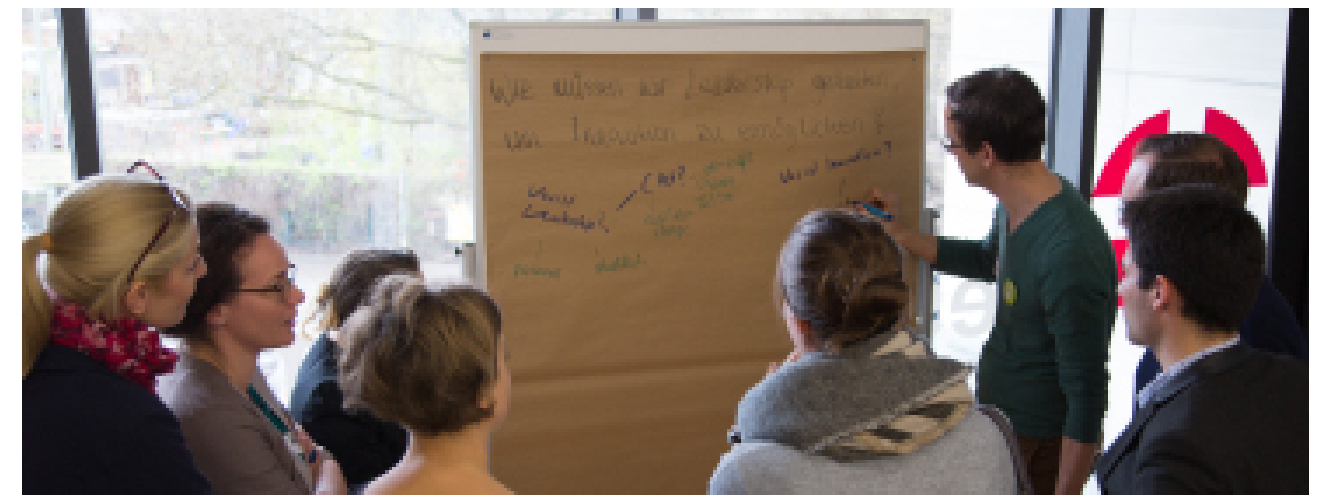
3.4 EVALUATION AND QUALITY CONTROL

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 most frequented course "The Art of Stakeholder Collaboration 1" in 2015 was highly positive, since most of our participants indicated that the content, methodology, learning materials, and atmosphere were very good or excellent. More than 85% of them agree that the knowledge and skills gained definitely make a difference in their work with stakeholders. Nearly all of the participants would recommend 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, "Although I have a number of years of dialogue facilitation and training experience, this program took my awareness, skills, and confidence to another level and improved my ability to take on great levels of complexity. The Collective Leadership Institute has brought together a spirit of inquiry, development and collaboration which honours the best of theory, application and network in ways which truly make a powerful difference to the challenges of sustainability."

The feedback form also includes an open space for suggestions and improvements. All responses and ideas are taken into account in order to improve the processes and content of our courses and the learning experience of our participants.



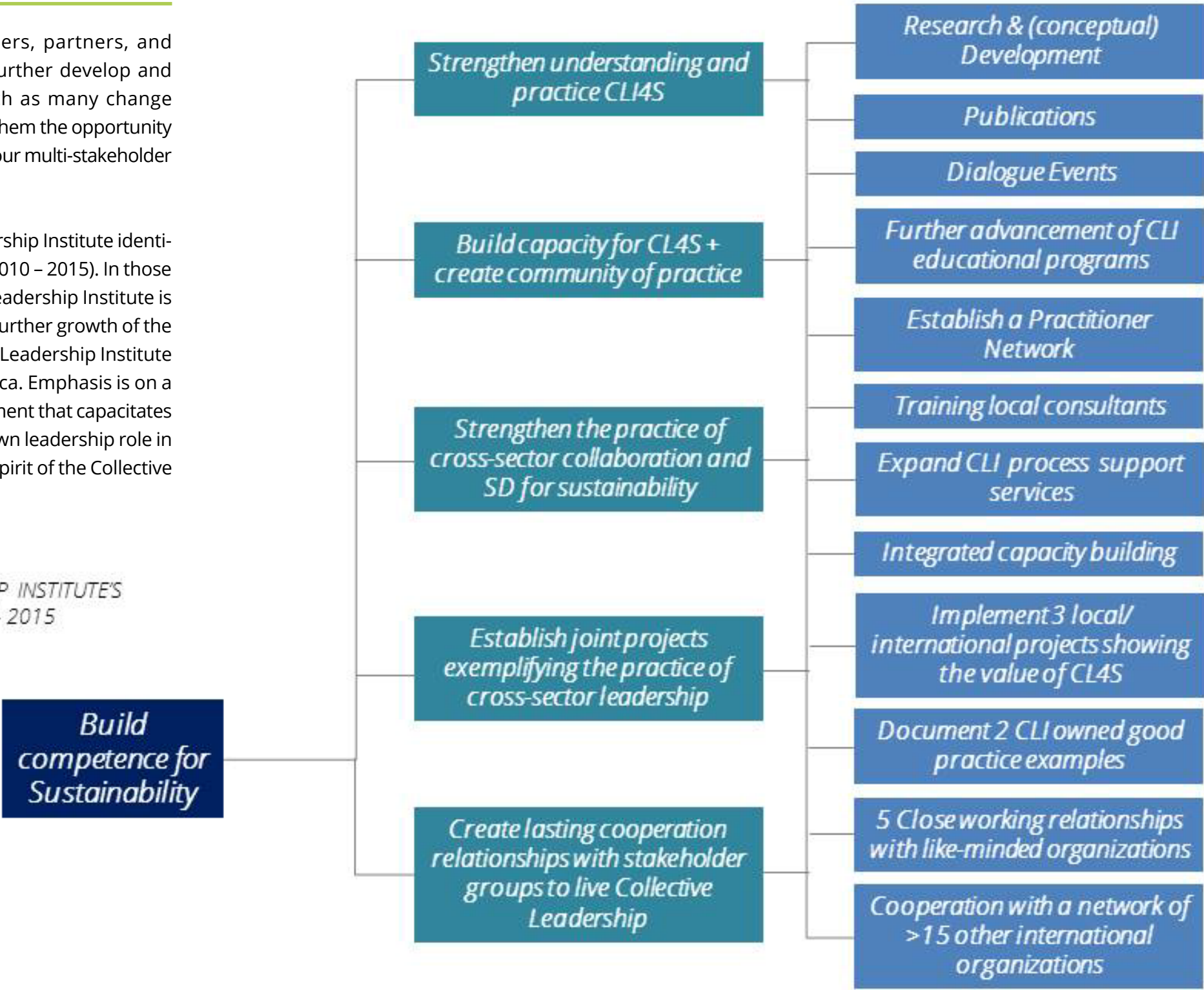
4. PLANNING AND OUTLOOK

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 is aiming to strengthen the further growth of the regional offices Collective Leadership Institute Europe and Southern Africa. Emphasis is 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

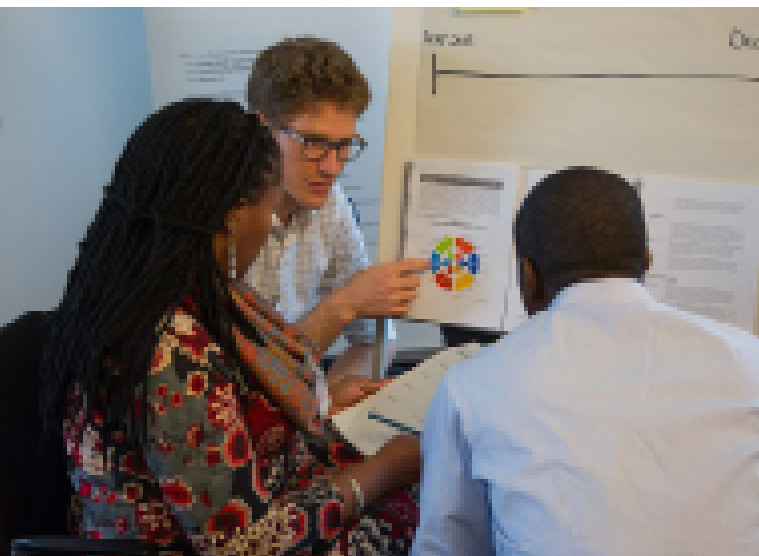


- Objective I**
Strengthening the understanding and practice of collective leadership for sustainability globally through research, publications and dialogue events.
- Objective II**
Building capacity for collective leadership for sustainability and creating a community of practice through the advancement 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 supply chain management, about climate change, or about 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 of 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 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 looks 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 and take responsibility collectively. CLI believes that we are pioneering a collective leadership approach that is one path towards addressing the challenges of the future. This approach means looking beyond the individual, not ignoring, but looking beyond. That is why we developed an approach born from twenty years of experience that is looking at collective action in cross-sectoral 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 organize and guide these dialogues is important. While a more general theoretical framework already exists, there is a clear 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 at the necessary scale. 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 **storytelling** and **case-coaching** to enable practitioners and change agents to become stakeholder dialogue experts. 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 2015 are:

Competence level of personnel

Matching the competence of staff with the challenges of new partnering processes and the demand for high professional quality in new tasks and opportunities.

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 2016 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 2015 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 2016; and applying for funded self-designed projects 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 2015, 10 staff members were employed by the Collective Leadership Institute e.V. in Potsdam. The work has been supported by two interns and one working student during 2015.

In 2015, the Collective Leadership Institute worked together with ten associates from five different countries (Tunisia, Germany, Senegal, United States, 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 organisation currently has 30 members. The managing directors are supported by a board of six members, four honorary board members and two full-time members.

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

Employees of the Collective Leadership Institute e.V. (end of 2015)

Adele Wildschut Regional Director South Africa

Andrew Aitken Senior Project Manager

Bernd Schulz Director Operations and Vice Chairman

Carolin Michaelsen Junior Project Manager

Elisabeth Kuehn Project Manager

Friederike Zaehring Head of Educational Programmes

Jade Buddenberg Senior Project Manager

Paul Kuhlmann Project Manager

Petra Kuenkel Executive Director and Chairwomen

Sabine Heckmann Project Manager

5.2 STATE OF ORGANISATIONAL DEVELOPMENT

Since its foundation in 2005, the Collective Leadership Institute has matured quickly. Today, the Institute team consists of 10 staff members and several associates.

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 agreed to publish this information on their respective websites.

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

In order to contribute to overcoming sustainability challenges, the Collective Leadership Institute will expand its open and integrated capacity development programmes and design a scaling-up strategy in 2016. Personnel and organisational development will further be a focus of our work in 2016.

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 standards 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 Full Member of the Club of Rome. Furthermore, her book *"The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future"* was published in January 2016. It is a guide to collaborative impact for leaders in industry, government and social change networks.



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 people and organisations in order to build a network and develop our thoughts, concepts and ideas together.

Our partners and networks include:

4 Flow
African Cashew Alliance
Alnatura GmbH
Arab Countries Water Utilities Association (ACWUA)
Arab Network for Environment & Development (RAED)
Ashoka gGmbH
BMW Foundation Herbert Quandt
Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
Centre for Responsible Business (CRB)
Club of Rome
Cologne Business School
CSR Resources
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Eberswalde University for Sustainable Development (HNE)
ENGAGEMENT GLOBAL gGmbH
Federal Ministry for Economic Cooperation and Development (BMZ)
Erasmus University Rotterdam
European Commission
Forum CSR
FRÖBEL Bildung und Erziehung gGmbH
Gemeinnützige Hertie Stiftung
German Association for Environmental Management (B.A.U.M. e.V.)
Germanwatch e.V.
German Water Partnership (GWP) e.V.
Impact Hub Berlin
Institute for Advanced Sustainability Studies (IASS) e.V.
iq consult
Kik Textilien und Non-Food GmbH
memo AG
Museum of Natural History Berlin
NEPAD Business Foundation
Premium Cola
Prime Meridian Consulting India Pvt Ltd
Rat für Nachhaltige Entwicklung (RNE)
Robert Bosch Stiftung
Simon Vetter Stand Out International Inc.
Smart Energy for Europe Platform (SEFEP)
Steelcase
Talents4Good GmbH
The Changer UG
The Partnering Initiative
Think-cell
Transparency International Deutschland e.V.
twentyfifty
UN Global Compact
Verband Entwicklungspolitischer Nichtregierungsorganisationen Brandenburgs (VENROB e.V.)
Wildnisschule Fläming
World Wide Fund for Nature (WWF)

6. PROFILES OF THE ORGANISATIONS INVOLVED

6.1 ORGANSIATIONAL PROFILE

www.collectiveleadership.com

Collective Leadership Institute e.V.

Collective Leadership Institute (NPC)
52/54 Francis Street, Woodstock
7915 Cape Town
South Africa

Locations

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

Legal form

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

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

Contact details

Collective Leadership Institute e.V.
Eisenhartstraße 2
14469 Potsdam
Germany

Phone: + 49 (0) 331 58 16 59 6-0
Fax: +49 (0) 331 58 16 59 6-22
germany@collectiveleadership.com



Link to articles

<http://www.collectiveleadership.de/apex/cli/about-us/transparency/>

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 04 August 2014 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 August 2014; Tax No. 046/142/12298

Employee representatives

None

NO. OF EMPLOYEES	2011	2012	2013	2014	2015
Permanent employees (year end)	10	11	14	10	10
Number of full time employees	7	9	13	10	8
Number of part time employees	1	2	1	0	2
Paid on 400 EUR basis	2	0	0	0	0
Freelancers / Associates	5	7	10	16	10
Volunteers	0	0	0	0	0
Total	15	18	22	26	20
Number of full time equivalents (FTEs)	7,8	10,6	13,8	10	9,75

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 Vice 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 2015.

An advisory board was elected at the last general meeting.

Four board members perform their duties on an honorary basis and two are full-time members. The managing directors and the advisory board meet on a quarterly basis.

HONORARY ADVISORY BOARD MEMBERS



Petra Kuenkel



Vera Fricke



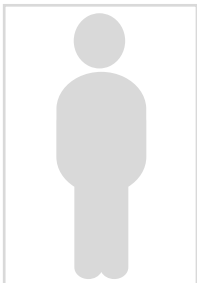
Bernd Schulz



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 Director Operations is obliged to present the financial reporting including bank statements at the end of each month to the directors.

6.3 SHAREHOLDER STRUCTURE

As an association, this point is not relevant.

6.4 ENVIRONMENTAL AND SOCIAL PROFILE

Following the guidance written 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 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. 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

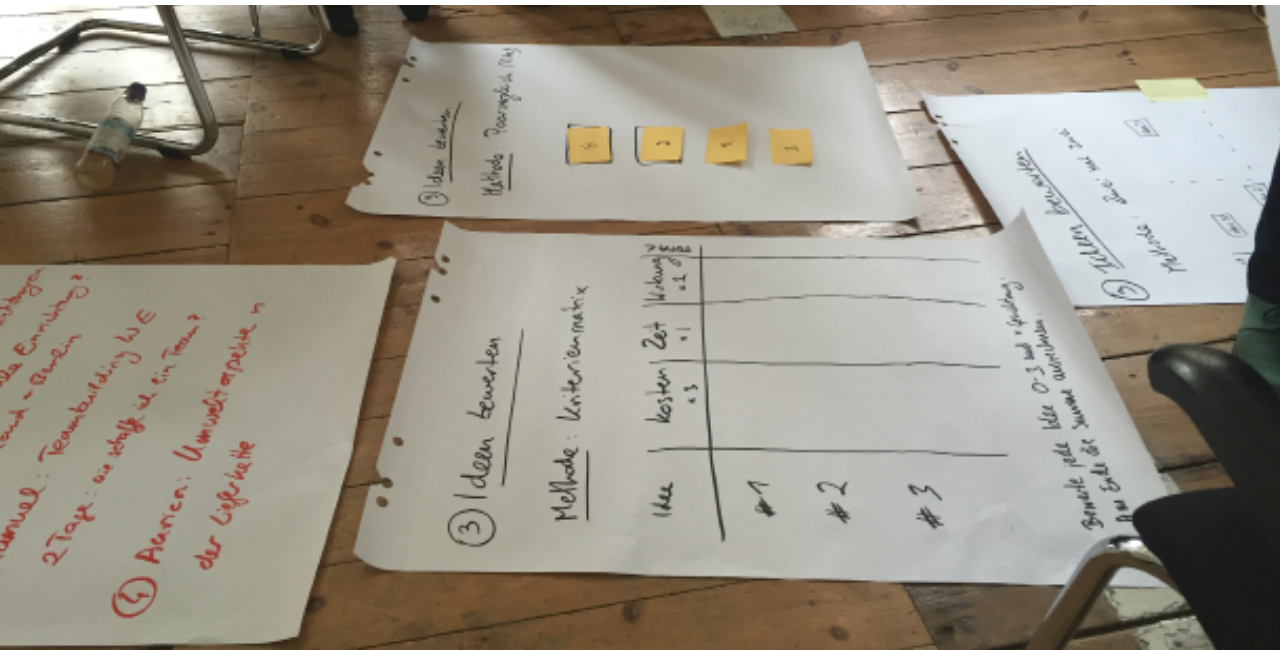
We currently use the single-entry bookkeeping method.

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		2015	2014	2013	2012
		€	€	€	€
A. Fixed assets	I. Intangibles	1.038,00	1.454,00	2.119,32	2.960,32
	II. Tangibles	4.080,00	8.600,00	12.526,23	7.852,55
B. Current assets	I. Cash and bank balance	336.610,57	462.851,66	453.676,87	550.430,19
	II. Other	36.667,64	48.534,75	9.570,00	7.770,00
Total Assets in €		378.396,21	521.440,41	477.892,42	569.013,06
LIABILITIES		2015	2014	2013	2012
		€	€	€	€
A. Re-tained earnings	I. Ideational area	84.293,35	82.984,79	64.119,77	42.556,77
	II. Interest	8.625,75	8.260,20	6.711,35	4.745,27
	III. Educational area	374.602,45	384.729,30	424.587,14	275.842,16
	IV. Consultancy area	51.918,81	1.918,13	73.594,80	-22.336,81
B. Annual result		-141.069,04	41.547,94	-91.120,64	268.205,67
C. Other liabilities		24,89	2.000,05	0,00	0,00
Total Liabilities in €		378.396,21	521.440,41	477.892,42	569.013,06

7.3 INCOME AND EXPENSES

INCOME	2015	2014	2013	2012
	€	€	€	€
A. Income ideational area	110,00	4.017,80	18.865,02	21.563,00
B. Interest income	196,31	365,55	1.548,85	1.966,08
C. Income educational area	637.727,95	786.527,40	674.048,22	707.581,07
D. Income consultancy area	542.578,16	540.066,77	462.571,59	407.948,25
Total Income in €	1.180.612,42	1.330.977,52	1.157.033,68	1.139.058,40

EXPENSES	2015	2014	2013	2012
	€	€	€	€
A. Personnel costs	578.150,89	637.313,26	614.388,21	479.175,25
B. Honorarium	328.708,57	273.529,48	213.268,17	81.722,27
C. Travel costs	144.554,83	114.333,96	115.749,82	90.227,64
D. Seminar and course costs	49.959,65	48.419,02	56.766,63	53.048,10
E. Facility cost	35.900,50	39.295,88	43.785,85	37.538,06
F. Administrative cost	62.575,48	53.586,92	78.296,53	37.800,34
G. Marketing cost	27.732,81	25.116,46	39.248,99	52.474,51
H. Depreciation	6.576,61	5.689,58	6.471,77	5.808,14

EXPENSES	2015	2014	2013	2012
	€	€	€	€
I. Tax	85.263,49	90.542,54	78.680,20	32.075,00
J. Other expenses	453,31	73,05	67,00	31,99
K. Incidental monetary transaction	1.805,32	1.529,46	1.431,15	951,43
Total Expenses in €	1.321.681,46	1.289.429,58	1.248.154,32	870.852,73
Annual result in €	-141.069,04	41.547,94	-91.120,64	268.205,67

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 2015.

Funding has been granted from the European Union for the Collective Leadership Institute’s ENTIRE project, Multi-Akteurs Partnerschaften (MAP), and Promoting Effective Partnerships (PEP).

It is our goal to increase funding from general government budgets, including other public financing sources for other projects in 2016.



www.stakeholderdialogues.net



www.youngleadersforsustainability.net



OFFICE GERMANY
Collective Leadership Institute e.V.
Eisenhartstraße 2
14469 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)
52/54 Francis Street, Woodstock
7915 Cape Town
South Africa

Phone: +27 (0) 21 462 3902
Fax: +27 (0) 21 462 3918
southafrica@collectiveleadership.com
www.collectiveleadership.com

WWW.COLLECTIVELEADERSHIP.COM