

Annual Report 2017



COLLECTIVE
LEADERSHIP
INSTITUTE

Building Competence for Sustainability

...ITY • FUTURE POSSIBILITIES • ENGAGEMENT
...VE INTELLIGENCE • INNOVATION • WHOLENESS

...people
...lead collectively
...sustainable future



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WHO WE ARE

The Collective Leadership Institute (CLI) is an internationally operating non-profit organization 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 **Competence Building**, our **Transformation Support**, our **Collective Leadership Academy Network**, and our **Thought Leadership**, we build competence for sustainability. We empower leaders who anchor their action in concern for the greater good and in the future of humankind on this planet - for responsible business, people-oriented public service, and a strong civil society.

We build a global community for change by activating networks and fostering mutual support among change agents. We empower people globally to use our methodology of dialogic change and collective leadership for sustainability.

OUR VALUES

Our work is based on the core capacities for collective leadership:

- **HUMANITY:** Acknowledging diversity in the world and its peoples, and connecting with our shared humanity
- **FUTURE POSSIBILITIES:** Inspiring others and actively leading toward 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 thinking together
- **ENGAGEMENT:** Fostering a dialogic way of change and engaging different stakeholders
- **INNOVATION:** Developing our potential to spot innovative solutions to sustainability challenges

1. SUBJECT AND SCOPE OF THE REPORT

The subject of this report is the Collective Leadership Institute (CLI) and its activities in the year 2017. This report was completed in May 2019 and follows the Social Reporting Standard (SRS). It provides the reader information about Collective Leadership Institute's focus, impact and financial performance in 2017.

While 2016 was a year of organizational change for the Collective Leadership Institute, the year 2017 showed an enormous advance in our collective leadership approach and the consolidation of a dedicated and skilled team. It showed that the steps towards working more cost-effectively paid off, that the re-organization towards a non-profit organization (gGmbH under German law) with a Managing Partner structure accelerated impact and improved overall performance. The income stream was stabilized with fewer personnel and expenditures were adjusted to strengthen financial viability.

The 2017 annual report focuses on essential and strategically relevant new projects and shows the feedback CLI has had on the quality improvement of our educational programs. It also reflects three major strategic shifts that had been decided among the Managing Partners in 2016:

- A strong focus on educational programs, in both open courses and on-site courses that equip participants as change-makers for the complexity of SDG implementation with the proven CLI methodology.
- The first steps towards the development of educational programs into a programme that certifies participants as "Collective Leadership Specialists"

- The shift from short-term strategic advisory in multi-stakeholder initiatives towards long-term partnerships with more solid integrated capacity building of stakeholders and financial security.
- A strong focus on thought leadership and publications.
- An increased collaboration with and support of the civil society sector in implementing multi-stakeholder partnerships.

This strategic shift was introduced by the Managing Partners and readily adopted by the entire team.

The achievements in 2017 would not have been possible without dedicated people, within our own organization and beyond. We are grateful to our supportive partners, our associates, and our alumni, the people on the ground who work with our approach and offer feedback about what works and what needs to be improved. In addition, foundations and international institutions have helped contribute to our vision to bring about change towards a more sustainable world.

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

Enjoy reading the Collective Leadership Institute's 2017 Annual Report.



Dr. Petra Kuenkel

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

- responsible for the contents of this report -

2. THE SUSTAINABILITY CHALLENGE AND CLI'S APPROACH TO ADDRESSING IT

2.1 THE SUSTAINABILITY CHALLENGE

The challenges of social, economic, and environmental sustainability have reached the entire globalized 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 all of us.

2.2 PREVIOUS APPROACHES TO ADDRESSING THE CHALLENGE

While the world faces more and bigger challenges, there still is a lack of collaborative leadership skills. Previous approaches have concentrated 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 CLI'S APPROACH

The Collective Leadership Institute stands for sustainability and **acting, thinking, communicating, and leading together**. Our methodology focuses on

the implementation of Collective Leadership, Stakeholder Collaboration and 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 cooperation and partnerships for sustainable development on a national and international level, and in achieving this, to promote positive societal change.

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

2.3.1 THE COLLECTIVE LEADERSHIP COMPASS

Navigating complex change and multi-stakeholder collaboration

COLLECTIVE LEADERSHIP COMPASS

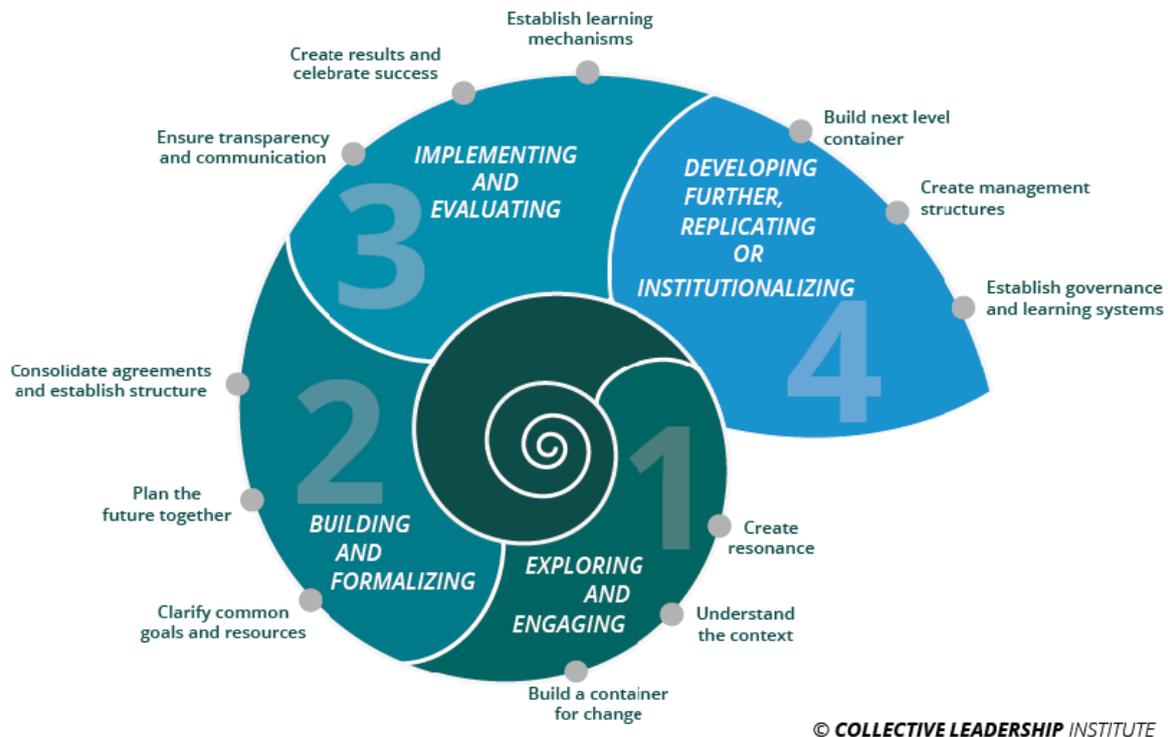


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<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way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

2.3.2 THE DIALOGIC CHANGE MODEL

Implementing Stakeholder Dialogues in a result-oriented way



Working towards a more sustainable world requires bringing together different worldviews and balancing conflicts of interests for responsible business, people-oriented public services, and a strong civil society. Solving the complex challenges arising from globally linked problems, conflicts, economic disparities, and the effects of climate change increasingly calls for result-oriented collaboration between the public sector, private sector, and civil society. **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.

Well-structured Stakeholder Dialogues – designed using CLI’s Dialogic Change Model - can create and cultivate ownership of change towards sustainability. This requires a certain methodological knowledge consisting of process and change management experience, the dialogical approach, and self-reflection methods. Bringing together stakeholders with different backgrounds and various interests in a Stakeholder Dialogue requires developing one’s affinity for dealing with diversity, as well as one’s communication and management skills.

3. SUSTAINABILITY IMPACT IN 2017

In this chapter we present a selection of our activities. The whole overview of our projects can be found on our website: <https://www.collectiveleadership.de/blog/article/projects/>. These are the **three main projects** of the year 2017:

3.1 TUNISIA: GOOD GOVERNANCE AND YOUTH ENGAGEMENT



After the Tunisian revolution in 2011 and the beginning of the democratic transition of the country, civil society organisations started to take on a more visible and central role in national development. The transition to build a stable and thriving democracy depends on civil society organisations – especially youth – being competent in their engagement in and contribution to the country's improved governance.

CLI is collaborating with **We love Kairouan** (WLK), a youth civil society organisation in Kairouan, Tunisia, to strengthen civil engagement, local good governance, and the decentralisation of the democratic process in Kairouan. WLK supports local identity, culture, and environmental awareness in the city and region of Kairouan. In a workshop for key members of the organisation, prepared jointly by WLK and CLI, capacity building and the sharpening of WLK's mission and

strategy for engagement was combined using CLI's proven approach of integrated capacity building. In the workshop's tailored design, the Dialogic Change Model was complemented by the Collective Leadership Compass to address both organisational challenges on a strategic level, and develop next steps in the process of engaging more young people. As a result, several new activities promoting the engagement of more youth in local civic engagement were developed, and a new vision of WLK as a more strategic actor in local good governance took form.

CLI will continue to work with WLK to support the organisation in launching a process to catalyze more strategic collaboration with Kairouan's key stakeholders in governance and development in order to provide more sustainable, and thus successful, pathways for youth civic engagement in Kairouan.

#SDGs:    

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

3.2 UKRAINE: SUPPORT FOR INNOVATIVE MULTI-STAKEHOLDER PROJECTS FOR IDPS



As a consequence of the war in Donbas, more than 1.4 million people have been internally displaced in Ukraine. The government as well as the civil society and international donors have reacted to the situation by delivering humanitarian aid and by providing support for the integration of Internally Displaced Persons (IDPs) into host communities. In spite of some progress, adequate housing and decent work remain elusive for many IDPs.

To address this challenge, the Collective Leadership Institute collaborated with the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) on the project **“Vocational Integration of Internally Displaced Persons in Ukraine.”** CLI’s focus on “Support for Innovative Multi-Stakeholder Projects” helped local partners from different sectors (public, private, and civil society) in the development of innovative solutions to increase the employability of IDPs.

This project’s intention was to foster a multi-stakeholder and multi-sectoral platform for the creation of innovative Multi-Stakeholder Partnership (MSP) project ideas that address the challenges of increasing the employability of IDPs in Ukraine. CLI provides practical expertise, knowledge for long-term dialogue and cooperation structures for strong MSPs, and enables stakeholders to act in accordance with the principle of cooperation to tackle these societal challenges in Eastern Ukraine.

Competence development and support in building dialogue and cooperation structures empowers 'multipliers' to act independently with their new knowledge to support each other within the emerging cooperation networks and promote the economic integration of IDPs.

As part of the foundational work on this four-year GIZ project, CLI and GIZ are developing a cross-sectoral and inter-Oblast dialogue and cooperation structure with the longer term objective of increasing employability of IDPs and other people affected by the conflict at scale.

In the preliminary phase of this project, CLI and GIZ organized an innovation workshop series. This series started with an engagement mission, during which CLI was in Kyiv and the eastern Regions Poltava, Kharkiv, Zaporizhzhia, and Dnipro to engage people from different regions and sectors to participate in the workshop series.

CLI and GIZ successfully recruited 36 engaged and motivated participants who visited Germany and took part in a two-day kick-off workshop facilitated by CLI, and then had a three-day study tour, organized by GIZ, for learning about good practices and increasing their collaboration capacity in Multi-Stakeholder-Partnerships.

This first workshop and kick-off study tour was followed by three innovation and collaboration workshops. Involved participants became members of a cross-sectoral and inter-Oblast collaboration network on innovation that will continue to pursue the long-term project goals of increasing employability for IDPs and other people affected by the conflict in Ukraine.



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

3.3 MOROCCO: ECONOMIC AND RURAL DEVELOPMENT IN REMOTE PROVINCES



As the Arab Spring spread across the MENA region, increased political participation and more economic justice were among the key demands that characterized the protests in almost all countries concerned. In response, Morocco has set in motion several reform processes and measures that now need to be implemented in a sustainable way.

Morocco's rural provinces in particular have been marginalized by the country's economic growth, which is centred in its northern and coastal provinces. Agriculture remains a key economic pillar in these provinces, but it does not provide sufficient employment and income-generating opportunities for the people in these provinces. In the framework of the GIZ project on **promoting economic and rural development in disadvantaged provinces of Morocco** (PEDEL), structures for an institutionalised public-private dialogue in six pilot provinces were established in order to find innovative solutions to this challenge and promote the local economic development in these provinces.

CLI worked together with PEDEL to build capacity for local economic development and innovation in six remote provinces, Midelt, Ouarzazate, Tata, Zagora, Tinghir and ErRachidia, including directly with

members of these new dialogue structures and other engaged stakeholders. In several consecutive tailor-made trainings, CLI supported representatives from each province to render the new dialogue structures dynamic, innovative, and inclusive – in short, sustainable and impact-focused.

Representatives from the six provinces developed new visions for their provinces, held investment fairs, and convened strategic events for launching platforms for local development. New concrete activities for key sectors in the provinces, such as tourism, renewable energy, and agriculture were developed. With the support of CLI, the diversity characterizing this group of stakeholders was successfully leveraged as a strong driver for innovative and sustainable development in Morocco's rural provinces.



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

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

3.4 EVALUATION AND QUALITY CONTROL

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

On the one hand, every project is reviewed by an official audit and its achievements are evaluated in a project report.

On the other hand, qualitative and quantitative feedback is collected through questionnaires from all participants immediately following each workshop. In total, 490 people took part in CLI trainings in 2017. Whereas most of them participated in integrated capacity building in projects, we can only publish the statistics of the open course questionnaires feedback here due to non-disclosure agreements with some partners.

These are three data points that CLI uses as the basis for quality control of our open courses, with results for 2017:

Open Course Format	The Art of Leading Collectively	The Art of Stakeholder Collaboration	The Art of Dialogue
No. of alumni in open courses in 2017	25	65	16
Quality Criteria (percentage of course participants who...):			
assess the relevance of the course for their daily work as high or very high	71%	90%	100%
assess the level of professional expertise of CLI facilitators as good or excellent	93%	98%	100%
would recommend the training to colleagues or professional partners	86%	100%	100%

Figures represent the average scores of participants' anonymous assessments of our 2017 courses.

4. PLANNING AND OUTLOOK

4.1 STRATEGY

CLI delivers its Mission through four Strategic Pillars. Each Pillar describes objectives and activities to be conducted through 2021.

Collective Leadership Academies: Empower individuals, teams, and organizations to apply and teach our core approach of collective leadership and dialogic change to transformation towards the SDGs and beyond.

CLI will continue to offer its signature set of open and on-site courses on Stakeholder Collaboration, Collective Leadership, and Dialogue, as well as its Young Leaders for Sustainability program for diverse change agents and teams working on the SDGs. These activities focus on CLI's core Collective Leadership Academies in Germany, South Africa, and Cambodia.

The development of further Collective Leadership Academies (CLAs) will be pursued by accrediting individuals and small teams to establish CLAs in a specific region, country, or city to support stakeholder collaboration in that geography and to integrate CLAs in non-profit organizations, universities, or public agencies to support stakeholder collaboration in a thematic system or network. Approaches to accreditation include

- (1) inviting individuals and teams to complete a series of open CLI courses and coaching,
- (2) inviting individuals and teams to complete a series of onsite CLI courses and coaching,
- (3) integrating CLA development into project grant proposals,
- (4) and approaching larger donors to sponsor the development of multiple CLAs.

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

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

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

Activities focus on CLI being a strategic partner and coach

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

Case studies will be regularly integrated into CLI CLA courses, above.

Change Networks: Establish, invigorate, and contribute to learning and action communities with the collective leadership approach for large systems transformation

CLI seeks to build a movement for collective leadership by launching a regular Collective Leadership Conference, launching an online Collective Leadership Compass Application that is widely used by collaboration practitioners around the world, and supporting a community of practice around collective leadership.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

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

4.3 RISKS

The risks identified in 2017 are:

Composition of the CLI Team

It is indispensable that the changing requirements of our work match with the competence of our staff. Having a dedicated team with different but specific professional expertise enables us to meet the challenges of our time.

This risk could be addressed by looking ahead and building a team with relevant qualifications.

Finance structure

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

5. ORGANISATIONAL STRUCTURE AND TEAM

5.1 ORGANISATIONAL STRUCTURE

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

5.2 SHAREHOLDER STRUCTURE

The Collective Leadership Institute gGmbH consists of four shareholders: Petra Kuenkel as the Executive Director, as well as Douglas F. Williamson, Heidrun Zoller, and Dominic Stucker as Managing Partners. Each of them owns a corporate share of 25%.

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

The nominal capital of the Collective Leadership Institute amounts to 25.000 €. It was assigned from the former Collective Leadership Institute e. V. to the Collective Leadership Institute gGmbH.

Further information:

Statute of the Collective Leadership Institute (German only)

http://wiki.collectiveleadership.com/images/e/e7/Umwandlungsbeschluss_mit_Gesellschaftsvertrag.pdf

5.3 KEY PERSONNEL

Our dedicated team forms the basis of the work and the success of the Collective Leadership Institute.

Collective Intelligence arises in this case from a diverse skill set, knowledge of different languages, and deep intercultural experiences.



5.4 MANAGING PARTNERS

**Dr. Petra Kuenkel:** Founder Managing Partner and Executive Director

Dr. Petra Kuenkel is a leading visionary thinker and full member of the Club of Rome. She has advanced a systemic, worldview of aliveness and a re-orientation towards reverence for humanity's participation as a conscious actor in an interconnected, self-regulating natural system that is our world. Dr. Kuenkel has consistently advanced this view conceptually in her numerous publications, while simultaneously advancing the practical implementation of such life-enhancing approaches in the strategic management of multi-stakeholder change initiatives that address complex sustainability challenges such as the 17 Sustainable Development Goals.

Douglas F. Williamson: Managing Partner and Senior Project Manager

Douglas F. Williamson is an education, facilitation, and sustainability communications expert and a high-energy, multi-skilled leader and team player with more than 15 years' experience in the areas of partner relationship management, strategic planning, project management, natural resources management, and international affairs. Having worked with several international environmental NGOs, the United Nations University, and the US Environmental Protection Agency's Climate Change Division, Mr. Williamson has a history of success in conceptualizing, planning, co-organizing, and implementing a broad variety of projects and initiatives.

Heidrun Zoller: Managing Partner and Chief Financial Officer

Heidrun Zoller is Chief Financial Officer and Managing Partner of the Collective Leadership Institute. She has worked in high-level positions in the German banking system as a risk manager and in an international building material group as the CFO of a German subsidiary. She was responsible for different due diligence processes and group integrations within companies after mergers. She also has many years of experience as a consultant in process optimisation.

Dominic Stucker: Managing Partner and Senior Associate

Dominic Stucker is an action-oriented collaborator who convenes diverse teams to address pressing sustainability challenges. With 15 years combined experience as a programs manager, consultant, and researcher, he specializes in transformative process design, collective leadership capacity building, natural resources management, and climate change. Mr. Stucker has published with Earthscan/Routledge, MIT Press, and the Mountain Research and Development Journal. He is a lead faculty member for educational programs on cross-sector cooperation and facilitates stakeholder dialogues.

6. PROFILES OF THE ORGANISATIONS INVOLVED

6.1 ORGANISATIONAL PROFILE

Location

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

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7785 Cape Town
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www.collectiveleadership.com

Foundation

The Collective Leadership Institute was founded in 2005 by Petra Kuenkel and Kristiane Schaefer. With changing the legal form in 2016, the Management Board changed as well.

Legal form

2005-2015:
e. V. (registered association)
Since 01.01.2016:
gGmbH

Succession policy

None

Link to articles

<http://www.collectiveleadership.de/article/transparency/>

Commercial register

Handelsregister Potsdam, HRB 29182 P
from 16th August 2016

Non-profit organisation

The Collective Leadership Institute gGmbH, with its purpose of education and training, is exempted from corporate taxation in accordance with the last received Notice of Exemption by the Potsdam Tax Office, Tax No. 046/142/12298, from January 4th, 2012 according to § 5 clause 1 No. 9 of the German Corporate Income Tax Act and is recognized as a nonprofit organisation. The corporation Collective Leadership Institute gGmbH pursues objectives that are exclusively and immediately for the public benefit within the meaning of the clause "Tax privileged objectives" of the German Fiscal Code § 52 clause 2 No. 7.

The corporation is authorized to issue receipts confirming donations according to the officially prescribed form (§ 50 clause 1 EStDV) for donations which are made towards the purposes mentioned above.

Employee representatives

None

<i>NO. OF TEAM MEMBERS</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
Permanent employees (year end)	14	10	10	8	7
Of which full time employees	13	10	8	6	6
Of which part time employees	1	0	2	2	1
Freelancers / Associates	10	16	10	2	2
Total employees and associates	24	26	20	10	9
Interns	0	0	0	2	0

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Petra Kuenkel is Executive Director of the Collective Leadership Institute (CLI) gGmbH. Further Managing Partners are Douglas F. Williamson, Heidrun Zoller, and Dominic Stucker. The essential tasks and functions of the Management Board are governed in the management regulations.

supervisors. With regard to its environmental policy, CLI aims to minimize its use of natural resources, and seeks to lessen any undesirable impact on the environment.

6.2.2 FINANCIAL REPORTING

The annual financial statements are prepared internally with the cooperation of an external tax consultant. The Chief Financial Officer is obliged to present the Partners with regular financial reporting, including bank statements at the end of each month.

6.3 ENVIRONMENTAL AND SOCIAL PROFILE

In its operational and employee manuals, the Collective Leadership Institute strives to be a responsible organisation from an environmental and social point of view. CLI ensures that employment policy and practices are fair and equitable in regard to the individual and the employment laws of Germany. CLI is an equal opportunity employer. CLI offers employees flexible working hours and the possibility of home office when appropriate and when the tasks are suitable. Private matters can be dealt with over the course of the day when necessary and in accordance with

7. FINANCES

7.1 BOOKKEEPING AND ACCOUNTING

7.1.1 BOOKKEEPING

CLI currently uses the double-entry bookkeeping method. All bookkeeping tasks are done by our external tax consultant.

7.1.2 ANNUAL FINANCIAL STATEMENT

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

7.1.3 CONTROLLING

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

7.2 MANAGEMENT REPORT

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

7.3 STATEMENT OF ASSETS AND LIABILITIES

ASSETS		2014	2015	2016	2017
		€	€	€	€
A. Fixed assets	I. Intangibles	1.454,00	1.038,00	949,00	37.967,00
	II. Tangibles	8.600,00	4.080,00	4.080,00	2.894,00
B. Current assets	I. Cash and bank balance	462.851,66	336.610,57	220.496,02	270.902,53
	II. Other	48.534,75	36.667,64	38.277,21	42.903,23
TOTAL ASSETS IN €		521.440,41	378.396,21	269.153,23	354.666,76
LIABILITIES		2014	2015	2016	2017
		€	€	€	€
A. Capital stock				25.000,00	25.000,00
B. Retained earnings		477.892,42	519.440,36	352.071,84	195.813,27
C. Annual result		41.547,94	-141.069,04	-156.258,57	75.266,41
D. Total equity in €		519.440,36	378.371,32	220.813,27	296.079,68
E. Provisions				4.000,00	4.000,00
F. Other liabilities		2.000,05	24,89	44.339,96	54.587,08
TOTAL LIABILITIES IN €		521.440,41	378.396,21	269.153,23	354.666,76

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
	€	€	€	€
A. Income ideational area	4.017,80	110,00	100,00	0
B. Other operational income	365,55	196,31	0,00	8.074,64
C. Income educational area	786.527,40	637.727,95	639.567,02	763.843,20
D. Income consultancy area	540.066,77	542.578,16	310.330,12	125.869,42
TOTAL INCOME	1.330.977,52	1.180.612,42	949.997,14	897.787,26
<i>EXPENSES</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
	€	€	€	€
A. Personnel costs	637.313,26	578.150,89	455.036,84	408.963,44
B. Honorarium	273.529,48	328.708,57	341.528,16	226.024,84
C. Travel costs	114.333,96	144.554,83	152.431,58	91.292,62
D. Seminar and course costs	48.419,02	49.959,65	41.871,72	10.001,51
E. Facility cost	39.295,88	35.900,50	42.664,82	29.518,83
F. Administrative cost	53.586,92	62.575,48	53.829,57	39.933,47
G. Marketing cost	25.116,46	27.732,81	13.772,50	9.341,93
H. Depreciation	5.689,58	6.576,61	3.835,19	6.890,04
I. Tax	90.542,54	85.263,49	0,00	554,11
J. Other expenses	73,05	453,31	0,00	0,06
K. Incidental monetary transaction	1.529,46	1.805,32	1.285,33	N/A
TOTAL EXPENSES	1.289.430,61	1.321.681,46	1.106.255,71	822.520,85
ANNUAL RESULT IN €	41.547,94	-141.069,04	-156.258,57	75.266,41



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