

Associação Brasileira para o Desenvolvimento de Lideranças – ABDL
LEAD Brasil

Special Opportunities Fund

Matching Funding for a Development Network Program (Redesenvolvimento)

Final Activity Report

February, 2007

Introduction

This report summarises the activities and outcomes achieved within the *Redesenvolvimento* program, co-funded through the Special Opportunities Fund.

This project was submitted to LEAD International in November, 2004, and its core activities were carried out between January 2005 and September 2006.

The objectives of the program, as stated in the project proposal were:

- Training a group of up to 24 individuals in the skills for effective action in network organizations
- Building a community of qualified professionals in the field of networks for sustainable development
- Empowering and leveraging the outcomes of the specific networks in which the participants of the programs are engaged
- Producing state-of-the-art knowledge on network-like organization and action, to be applied within all of LEAD Brazil's programs and potentially beyond Brazil
- Disseminate, through different media, knowledge on networks for sustainable development

The *Redesenvolvimento* program was designed to be fully integrated into the LEAD Cohort training program, while opening new programmatic possibilities with training activities targeted on emerging topics, an approach successfully utilized by LEAD Brazil since 1997.

This program has fully achieved and, in some cases, exceeded its objectives, as demonstrated in this report.

The SOF funding was also instrumental to secure matching funding from the AVINA Foundation, the primary donor of the program. This aspect, in particular, demonstrates the effectiveness of the Special Opportunities & Investment Fund as leverage for other sources of funding.

Activities Completed

The *Redesenvolvimento* program was launched officially in May, 2005, and carried out the following activities, in accordance to the project submitted.

Recruitment: 24 participants/associates of the *Redesenvolvimento*/LEAD Cohort 11 program were selected, through a competitive application process, among 107 candidates from all regions of the country. As a particular feature of this program, only group applications were considered, resulting in six groups. These groups, of

three to five persons each, consisted of members of specific networks¹ who had shown interest in participating in the program not only in their individual capacity, but for the benefit of the network as well.

List of networks/participants

- Rede de Cooperação Alternativa: indigenous issues – André Fernando Baniwa; Maria Monteiro Cruz Baré; Maria Izabel Camargo; Marta Azevedo.
- Cyberela: women and communitarian communication – Ansléiria Rodrigues; Nelma Pereira de Jesus; Fábio de Moraes.
- Renove: renewable energies – Sulamita Holanda; Márcio Halla; Rodrigo Quadros; Marcelo Aguiar
- Coep: Food Security and poverty reduction - Nahyda Franca; Rafaela Sarruf Cardoso; Marcos Roberto Carmona.
- RMCH-BR: costal zone and water resources – Alessandra Peixoto; Manuel Sanches; José Martins.
- Ação Empresarial pela Cidadania: corporative social responsibility – Paulo Rocha; Sofia Robeiro.

Training: Four five-day training sessions, in full immersion, were held in the course of the program. The 20 full-time training days included the range of traditional LEAD training modules and other contents related to the field of networks, organized around four pillars: 1) leadership & sustainable development, 2) networks theory and practice, 3) information technologies for development and 4) communication.

Title and date of training sessions

- “Networks: leadership and development” – July/2005
- “Networks’ communication and participation” – October-November/2005
- “Participation and facilitation” – February/2006
- “Monitoring and evaluating networks” – July/2006

International Training Session: Ten *Redesenvolvimento* participants attended the LEAD International Training Session (ITS) held in Bhopal, India, in March, 2006. ITS attendance was partly funded by a specific SOF project, but also leveraged by co-funding by the associates themselves (or their sponsors). In effect, participation in ITS allowed associates of *Redesenvolvimento* to become full LEAD Cohort 11 Fellows, fulfilling the purpose of integrating LEAD Brazil’s new training programs fully into the LEAD model.

Participants on ITS

¹ By “networks” we understand a broad range of coalitions, “forums” or other types of associative groups which choose to characterize themselves as, and adopt the form of networks: horizontal, multipolar, non-hierarchical organizations set up for collective purposes. Exploring the potential of the network form is one of the central aspects of this program.

- Manuel Augusto Pacheco Sanches
- Rodrigo Pereira Luz de Quadros
- Maria Izabel Camargo
- Luciana Lanzoni
- Silvia López Herrero
- Marcelo Elias de Aguiar
- Alessandra da Cunha Peixoto
- Ansleíria Rodrigues Ferreira
- Maria Helena Cortez Pires (Pronord 2004)
- Daniel Lage Chang (ABDL)
- Cristiano Lafetá (ABDL)

Virtual and Online Activities: The program required extensive participation and work by the associates, communicating among themselves and reaching out to other groups, such as other members of their own networks. Participants relied on continued support and follow-up by LEAD Brazil staff and relied on the use of an online learning environment, eRITS, set up specifically for the program as a platform for virtual collaboration.

Final Event: The fourth training session was combined with a high-profile public event attended by approximately 300 paying individuals. ***Redes & Desenvolvimento (Networks and Development)***, held in July, 19th to 21st, featured 40 domestic and international speakers, offering a broad range of cutting-edge perspectives on the emerging field of networks and development. Associates themselves had the opportunity to present their own findings from participation in the *Redesenvolvimento* program, and share the experience of their own networks. The event received broad media coverage, leveraged significant resources and was very well evaluated by participants.

Follow-Up: The *Redesenvolvimento* program, particularly through the visibility it achieved through the public event, opened new opportunities and partnerships. Two immediate follow-up actions worth notice:

Program Outcomes

Redesenvolvimento is arguably the most successful program organised by LEAD Brazil to this date, and especially represents the “new”, post-Rockefeller LEAD. We highlight the following aspects by which its success can be assessed.

Firstly, *the full achievement of stated program objectives*. Each of the five original program objectives was fully achieved, i.e.: the training of individuals, building a community of qualified professionals in the field (through the recruitment of associates, and engagement with other experts in the field), empowering specific networks (those of the participants themselves, which were primary case studies and object of the associates’ projects), producing, applying and disseminating knowledge (chiefly through the public

event and engagement of a broader audience, beyond the cohort of associates). Furthermore, other important intended and unanticipated outcomes were reached.

Fundraising

Redesenvolvimento represents yet another success story in rolling out a LEAD cohort relying on minimal funding from the original Rockefeller Foundation LEAD endowment. In fact, LEAD funding represented less than 20% of the total funding of the program. *Redesenvolvimento* was successful in attracting funds from a variety of sources, including:

- ⌘ US\$17.000,00 from individuals
- ⌘ US\$26.000,00 from corporate sponsors
- ⌘ US\$200.000 from Avina Foundations

Beyond the successful completion of the training program, *Redesenvolvimento* has promoted the development of new competencies in the field of networks, leading to demand for services, new partnerships and future opportunities beyond those anticipated.

The key to *Redesenvolvimento*'s success was its ability to build partnerships with a broad range of organizations interested in the emerging field of networks for development. The key partner was the AVINA Foundation, which, besides providing the core funding of the program, was involved in certain phases of the program and supported the participation of its grantees in the training, helped in dissemination and communication efforts. RITS, a long-time partner of ABDL, offered technological support as well as its expertise in the field of information and communication technologies. While this type of support had existed in the past, it was especially relevant for *Redesenvolvimento*, due to its stronger IT component. In fact, the program itself originated from the fact that ABDL had a partner engaged in the field of information technology for development, and thus combined the expertise of both organisations. These first two partners, AVINA, RITS along with Ashoka, also took part directly in the training, assigning one participant each from their staff as a *Redesenvolvimento* associate.

Towards the end of the program, another key organisation joined the initiative: SENAC, a large social service and training provider in Brazil. It offered to co-host the final event, offering the event venue, crucial logistical support, communication, as well as investing its own financial resources. SENAC has expressed its intention to co-host a series of events (smaller forum-style events) and a second *Redes e Desenvolvimento* event in 2007. We were approached by numerous organizations interested in replicating or benefiting from our experience in this field of expertise. One organization, SESI-PR, hired our services to facilitate and train a new network of business and social leaders in the state of Paraná.

The *Redesenvolvimento* program was also featured in the online journal *Knowledge Management for Development (KM4D)* in an article co-authored by Andres Falconer and Dalberto Adulis: <http://www.km4dev.org/journal/index.php/km4dj/issue/current>.

Redesenvolvimento/Cohort 11 lay the groundwork for the broader *Iniciativa Redes* (Networks Initiative), to be implemented in 2007. This initiative will build on four components:

1. Training and Capacity Development: Organizing open courses, in-house training activities and “LEAD-like” programs aimed at networks, organizations interested in starting and supporting networks, as well as individuals.
2. Production and Dissemination of Knowledge: Relevant information on the theme of networks for development originally produced or compiled by IRD, including tools, methods and cases, to be made available in the form of an online resource center.
3. ICTs for Development: Development, application and support to the use of new ICTs, with emphasis on collaborative tools, such as wikis, learning environments and supporting environments to social networks and virtual communities.
4. Consulting services: Support and professional services for the strengthening of networks offered to organizations interested in the promotion of the practice and culture of networked action.

Financial Information

The total cost of the Redesenvolvimento program, including the expenses of the open seminar *Redes e Desenvolvimento*, was US\$286.900,00. The resources to implement the program came from Avina Foundation, LEAD International, Private companies and the participants of the different activities carried out during the program. The following table presents a resume of the revenues and expenses of the program.

Revenues	US\$
Avina Foundat	201.818,18
LEAD – SOF	36.000,00
CVRD	22.727,27
Furnas	4.545,45
Participants	16.909,09
Total	282.000,00

Expenses	US\$
Personel	129.200,00
Consultants	19.600,00
Airtravel	59.200,00
Hotel, facilities	64.200,00
Materials	14.700,00
Total	286.900,00

As showed in the table ABDL has received only US\$36.000,00 from the US\$40.000,00 that had been approved to implement the activities planned on this SOF. The detailed financial statements for the expenses of the entire program can be presented upon request.