

Associação Brasileira para o Desenvolvimento de Lideranças – ABDL
LEAD Brasil

Startup support for LEAD Brazil's Programmatic Strategy for 2005/06

Final Activity Report

May, 2007

Introduction

This report presents, in summarized form, the activities carried out and outcomes achieved through the investment of resources obtained from LEAD International through the Special Opportunities Fund project named “Startup support for LEAD Brazil’s Programmatic Strategy for 2005/06”.

This project resulted from a perceived need to deeply rethink and reform LEAD’s longtime flagship program, the LEAD fellowship, and design new programs that, while preserving the spirit of LEAD, both continued to be “cutting edge” and economically feasible. The original project proposal describes in greater length the critical thinking behind this idea summarized here. Essentially, the Brazilian experience had been showing high potential for funding new programs but faced a growing challenge to raise resources to support the traditional LEAD cohorts. The idea, therefore, was to integrate fully into a revised cohort model these “LEAD-like” programs.

The past experience in Brazil with the Pronord and Prolides programs, as well the success in securing funds to launch the Redesenvolvimento program supported our belief that these programs, once seen as secondary in relationship to the LEAD Program, could become the core to a viable new LEAD.

This SOF project was required to provide the core funding to support the new programmatic strategy in Brazil.

The stated aims of the program were to:

- offer at least three new local/thematic programs in 2005, and up to five by 2006;
- engage participants, through the training programs, in projects of impact in the respective fields of each program;
- graduate annually between 50-100 highly networked individuals;
- link each program to the international LEAD training, with a minimum expected number of 10 graduates of these programs attending full LEAD training and becoming LEAD International Fellows.

A number of program ideas were in consideration at the time of submission of this SOF project, among which:

- Networks and Development (Redesenvolvimento)
- Coastal Governance
- Participatory Methodologies
- Local Development in the Brazilian Northeast (Pronord)
- Amazon Program
- Conservation & Poverty

- Business Social Responsibility
- Sustainable Cities

In retrospect, some of our assumptions in this project proved too optimistic. Specifically, the number of fellows graduating from this new approach was not achieved. More importantly, however, other often unforeseen outcomes have resulted from this SOF, engaging LEAD Brazil in new fronts and consolidating a new mode of operation. The mere fact of opening up to possibilities has led to very promising results.

Activities Completed and Program Outcomes

This project was designed to provide core financial support to cover the costs of the staff required to implement the new LEAD Brazil strategy. Specifically, the resources were primarily invested in the salaries of the training team, which had been previously funded directly by LEAD International through the annual grant. More generally, the funding also allowed the whole staff of LEAD Brazil to devote time in the planning exercise, and to engage in new initiatives that arose from this. This project was not intended to simply overcome a shortage of funds for staff, and therefore was tied to specific goals and activities.

Development of new LEAD programs:

Several “LEAD-like” programs concepts were developed, some as full proposals and others at earlier stages the drawing board.

Redesenvolvimento (object of another SOF proposal) was fully developed into a proposal, and was converted into a successful LEAD cohort 11, graduating nine of its original 25 participants in the International Session of Bhopal, India. A second edition of this program is in preparation.

A full proposal of “*Linha Costeira*”, a program on coastal governance, was developed, in partnership with fellow Eugenio Singer. This proposal was submitted formally or presented to numerous prospective funders, including Petrobras and the Ministry of the Environment. It has not yet been successful in obtaining funds, but it is an “off the shelf” product LEAD Brazil continues to present to potential partners.

The *Pronord* program, after three successful editions (2001, 2002 and 2004), lost the key support of the W. K. Kellogg Foundation, and has not been capable of securing new sources of funding. It is noteworthy, however, that one Pronord fellow was able to attend the Bhopal International Session, demonstrating the potential of integrating the training programs. This is another “off the shelf” ready program, though it is not clear if it could obtain new funding in its current format without Kellogg support.

The *Sustainable Cities* program is currently in an earlier stage of development, and has, in our opinion, high potential, due to the low implementation cost and the current interest that the theme generates. A simple concept draft has been written and presented to a working group of fellows with interest in sustainable human settlements.

At the time of writing this report, a program focused on *Climate Change* is under development. While this theme was not listed among the original ideas, it proves the potential of the theme-driven approach to cohort training. The “Climate Cohort” is currently among LEAD Brazil’s top priorities.

Other outcomes

The engagement in new theme areas has opened new opportunities for LEAD Brazil. In several instances in which a new theme was proposed and time was invested into developing a new program centered around the cohort model, the “unintended” effects proved to be the most relevant outcomes. The convening of fellows, the mapping of potential partners, donors and clients led to new initiatives such as non-cohort training programs and consultancies. In at least two cases, the original idea of organizing a cohort training was dropped in favor of other options. The following paragraphs present these main outcomes.

Participativo, a program designed from our original involvement in the field of participatory methodologies, evolved into an income-generating course offered openly to the public. In 2005 and 2006, 5 editions of the course were offered to 120 participants. Furthermore, the development of these standalone courses also fed into curricula of other programs.

The intention of designing a LEAD-like program focused on the issue of conservation and population (i.e. the challenge of allocating land and resources for conservation and human uses and balancing between conservation & population in protected areas) resulted in numerous projects and established LEAD Brazil as a quality provider in this field. This field evolved from an initial involvement with a fellow who is a manager of a state protected area. We partnered in a project that mediated between local population and conservation authorities and implemented a local council for the area of Guaraquecaba. Demand for services in facilitation of similar situations ensued. Recently, a contract was granted to facilitate the establishment of a governance council integrating various protected areas in the Serra do Mar of Sao Paulo state. Other proposals submitted in this field have a high likelihood of approval.

The process of convening fellows around the theme of *Sustainable Cities* led to the invitation to submit a large proposal to the Inter-American Development Bank, in partnership with the City of Sao Paulo. This proposal still awaits approval from the IDB.

Planning Process

One of the main objectives of this SOF project was to conclude the implementation of LEAD Brazil's new programmatic strategy. A significant investment in time of all staff, as well as that of the members of the board, was made in annual planning and monthly follow-up meetings. This planning created a strong staff, created synergies between programs and prepared for the leadership transition that was to ensue in 2006.

Financial Information

As noted, the funds received through this Special Opportunities Fund were invested in supporting the core staff engaged in implementing the new programmatic strategy.

	US\$
Project Coordinator	18,593.64
Project Assistant	16,381.36
Project Consultant	11,287.27
Total	46,262.27

As showed in the table ABDL has received only US\$40,500.00 from the US\$45,000.00 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.