

**Core Support to
LEAD Brazil**

Partial Report

December 2010

1 - ABDL and LEAD in Brazil

The LEAD Program in Brazil is hosted by ABDL (the Brazilian Association for Sustainable Development) an NGO created in the 1990s to foster leadership for sustainable development in Brazil. During the first years, the LEAD program has been the unique activity carried out by ABDL. Since 2000, the organization has innovated in terms of approaches and methodologies. These innovations made possible the design of differentiated leadership development programs, as:

- Pronord. Program targeting local development in the Northeast area of Brazil, designed based on a training for action methodology (focused on the development of projects by participants). Three editions and 60 fellows were supported by the Kellogg Foundation;
- PROLIDES – Program dedicated to training leaders in Mercosul, comprising participants from Brazil, Argentina, Uruguay, Paraguay and Chile. Two editions and 120 fellows were supported by the Kellogg Foundation;
- REDESENVOLVIMENTO – Innovative program aimed at building leadership and strengthening of collaborative networks. Two editions and 45 fellows were supported by the Avina Foundation;
- LEAD - Leadership for Climate Security – Since 2007, ABDL has introduced new approaches to foster leadership, addressing participants’ “inner resources” development.

In addition to the “LEAD like/cohort training programs”, ABDL has also carried out several projects and training activities on thematic areas as Climate Change, Sustainability, Networks and Governance and Participation.

Since 2006 ABDL, has been involved with capacity building projects focused on the private sector. These experiences have shown how powerful a leadership development program focused on corporate sustainability can be. Considering the potential of these programs, in 2010 ABDL has designed a new version of the LEAD program, focused on Sustainability, called New Earth Leaders.

2 - Searching for sustainability

During almost 10 years, the resources transferred from LEAD to ABDL were enough to cover all the expenses LEAD Program expenses. From 1998 to 2005 ABDL has developed other “LEAD like programs” with the support of foundations as Kellogg and Avina. The resources donated by those organizations have contributed to improve ABDL’s conditions to deal with the decrease of resources received from LEAD. However, since 2005 the support from these foundations has ended at the same time that the donations from LEAD have decreased.

To overcome the loss of resources from organizations covering “cohort training” programs ABDL started:

- To implement projects and sell services to clients from different sectors;
- To charge the associates to obtain the necessary resources to cover the costs of the program.

As a result of these efforts, ABDL has been diversifying the sources and increased the total revenue (from US\$400.000 to US\$ 500.000). During the last 6 years, the contributions from LEAD have decreased from US\$250.000 to US\$20.000/year and the share of these resources at the ABDL incomes have decreased from 60% to 9%.

At first glance, these numbers could give the impression that ABDL has achieved a good financial situation, but the figures are quite different when we compare the revenues and the expenses by each year. Despite all the efforts to reach budget neutrality, ABDL is still having annual deficits (around US\$40.000 in 2010).

The main reason for these losses is that ABDL has not found yet enough revenues to cover all the expenses associated with LEAD (the cost to run the cohort training and other LEAD related activities (like communication and governance) is approximately US\$150.000).

During the last 3 years ABDL has already made drastic changes to decrease our expenses, including the reduction the staff to the minimum that makes possible for the organization to operate and additional cuts of staff would imply in dismantling the organization.

The LEAD Program is the most important activity developed by ABDL, not only because the organization was established at the beginning of the program, but also because it is a unique leadership program in Brazil. The curriculum and methodological reviews implemented in the last years have refreshed the program that is aligned with the challenges of our times. The LEAD in Brazil has been conceived as a “capacity building for action” program, allowing associates to develop their leadership capabilities in practice, whilst they implement practical actions in their organizations. The program addresses important issues as climate security, sustainability, collaborative leadership, inner resources, networks and governance, opening opportunities to deal with important challenges to promote the transition towards a sustainable society.

As in different parts of the world, these themes are becoming more and more prominent in the Brazilian agenda. This means that new opportunities and markets are opening for ABDL to offer training and leadership programs for private organizations in Brazil

3 - Strategies and action in 2010

Considering this potential in ABDL has invested the resources originated from the 2010 LEAD International award to improve the organizational capacity to design, offer and deliver training and services for private companies. The main activities developed in such direction were:

- consolidation of partnership with organizations well positioned to work with corporations (Mutual Learning Journey and Evoluir Cultural).
- Design and promotion of the New Earth Leaders program (new methodology)
- Communication and promotion of ABDL consultancy to private companies
- Participation and promotion of the organization in events related with sustainability (Global Sustainability Forum, Green Economy Coalition, Corporate sustainability awards etc)

The immediate outcomes of these strategies were the release of the first edition of the New Earth Leaders and the development of a consultancy project for the major Bank in South America (Itaú- Unibanco).

LEAD - New Earth Leaders

In 2010 ABDL invested on the design of a new thematic version of the LEAD program, focused on sustainability, called LEAD New Earth Leaders. The program has an innovative design and methodology inspired by the Earth Charter and the U Theory. The program encourages participants to bring in sustainable business cases from their own organization and provides guidance for the possible implementation of solutions.

The program started in June with 8 participants from Brazil and 5 from Holland from organizations like ABN AMRO, Allianz, Natura, ETH, Johnsons & Johnsons, Pepsico and World Bank. The first edition of the program consisted of 9 months period including the following activities:

- Preparatory session (2 days)
- Learning journey in Netherlands (5 days)
- Earth Charter + 10 celebration event (Netherlands) (1 day)
- Learning Journey in Bahia (Brazil) (9 days)
- LEAD International seminar (South Africa) (7 days)
- Final event (Brazil and Netherlands) (1 day)

Education for Sustainability

Another important initiative that has been developed by ABDL, in partnership with Evoluir Cultural, is the design of the Education for Sustainability Strategy for Itau Bank. This consultancy project is a benchmark in the Brazilian market of sustainability services and has the potential to open new opportunities for ABDL. work with Itau, delivering leadership training programs or developing similar projects for other corporations interested in develop a educational strategy to implement sustainability with their employees.

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