

abdl



**Core Support to
LEAD Brazil
Final Report**

December 2011

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 dismounting 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 an 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 and 2011

Considering this potential in ABDL has invested the resources originated from the 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;
- 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 second edition of the New Earth Leaders.

3.1 LEAD - New Earth Leaders

In 2011 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 August with 9 participants from Brazil from organizations like Natura, Evoluir Cultural, Energy Marcon, Ideia Sustentável e Ecopantalnal. The second edition of the program consisted of 5 months period including the following activities:

- Earth Charter in Mairiporã (Brazil) (3 days)
- Learning Journey in Cananéia (Brazil) (7 days)
- LEAD International Seminar (Canada) (6 days)

3.2 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. This project is a benchmark in the Brazilian market of sustainability services and has the potential to open new opportunities for ABDL. This year, the project was presented for some companies, which wants develop a educational strategy to implemente sustainability with their employees. The interested organizations are:

- AES Eletropaulo
- Camargo Corrêa
- Johnson & Johnson
- Fundação Arymax
- Kraft Foods

3.3 Partnerships for LEAD Latin America

Some partnerships have been established for LEAD Latin America in 2012, as:

- Evoluir Cultural
- Ideia Sustentável
- Emprendia (Argentina)
- Fundação Avina

3.4 Mapping and dialogues towards Rio +20

With the arrival of the Rio + 20 Conference, ABDL and LEAD initiated a project aimed at mapping and mobilization of initiatives focused on leadership development for sustainability in different countries. The proposal has been written with the participation of fellows.

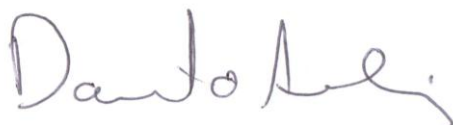
The report produced during the previous phase will be used to stimulate the dialogue amongst professionals from the leadership development for sustainability field.

4 - Financial results and projection for the next years

2011 was a difficult year for NGOs in Brazil, mostly for those working with training and capacity building for many reasons like:

- Several organizations have canceled investments in training as a consequence of the financial crises. In this context it was almost impossible to get support or sell services for private companies during the first semester of the year.
- The strong appreciation of the Brazilian currency (Real) has resulted in the decrease of the real value of international donations or grants (about -30%) like those made by LEAD International and NCDO (dutch donor organization)

In this scenario and with some other unexpected events¹ we expect to reach the end of the 2010 year with a deficit of US\$40k. The plan for 2012 is improve ABDLs capacities to promote and sell projects to private companies and assure the resources necessary to cover the expenses associated with LEAD Program and some core activities.



Dalberto Adulis

ABDL – Executive Director

LEAD Brazil – Program Director