



“You can always tell when there’s a cadre of LEAD people in an organisation. It changes that organisation. It gives it a new life, new energy and frankly new relevance. Nothing is more needed than the kind of leaders which LEAD produces.”

Maurice Strong, (former) Senior Advisor to Secretary General, United Nations

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# Chief Executive’s Statement

“More than ever the world needs a new generation of leaders who understand the importance of sustainable development and are capable of doing something about it.”



LEAD’s vision is very clear. We want to grow our network of leaders – we call them LEAD Fellows – around the world. We also want the LEAD Fellows network to be active and influential in creating a sustainable development path for humankind.

2009 was a good year for us. Thanks to a partnership with Shell Foundation, we are embarked on a path that within 3–4 years should see LEAD Africa training 500 African leaders per year in leadership and sustainable development – ten times as many as has been possible in the past. There will be a new improved curriculum with an emphasis on issues such as governance and social entrepreneurship. We will also have more resources than ever before to help create an active pan-African network of LEAD Fellows once the training is over.

2009 was also a good year in terms of impact. Not only are more and more LEAD Fellows reaching senior leadership positions, but together they are doing great things – from enhancing girls’ access to school in Chad, to training 150 of HSBC’s global talent pool to become sustainability leaders within the world’s second biggest bank.

The challenge, however, remains huge. Poverty is getting worse, populations are rising, natural resources are diminishing, carbon emissions are growing, and efforts to create a global deal to tackle climate change failed dismally in Copenhagen.

Leadership is key to tackling the challenge. More than ever the world needs a new generation of leaders who understand the importance of sustainable development and are capable of doing something about it. The world also needs leaders from different sectors and countries, building bridges and working together to create a sustainable future.

We are very proud of our global network of leaders. LEAD Fellows are gender balanced and come from a wide mix of sectors, countries and cultures, and are united by a determination to drive change to make the world a more sustainable place.

We are also proud of our partnerships. Working together with governments, businesses, communities, NGOs and charitable foundations will enhance our prospects of success. In 2009, our partnerships grew significantly, and we want this to continue.

Please join us – as a partner, leader or supporter – and help deliver our vision.

**Simon Lyster**  
Chief Executive



# We are LEAD



Leadership for Environment and Development (LEAD) is an international network of leaders, professionals, and practitioners committed to development that is environmentally sustainable and socially equitable.

## About LEAD

We are the world’s largest international not-for-profit organisation focused on leadership and sustainable development.

Our mission is to inspire leadership and change for a sustainable world.

Founded in 1991, we have 12 LEAD Member Programmes around the world, supported by LEAD International in London.

Our principal activity is training designed to equip a new generation of leaders with the skills, knowledge, and support network to steer humanity onto a sustainable path.

More than 2000 LEAD Fellows have graduated from our flagship programme and form a diverse and formidable network of sustainability experts in more than 90 countries.

In addition to our global LEAD Fellowship Programme, we provide training services for public and private sector organisations, and coordinate a wide range of capacity-building activities and innovative projects through our regional Member Programmes.

# How LEAD works

LEAD believes that people are the key to change, and that in order to achieve lasting and sustainable development it is necessary to invest in leadership.

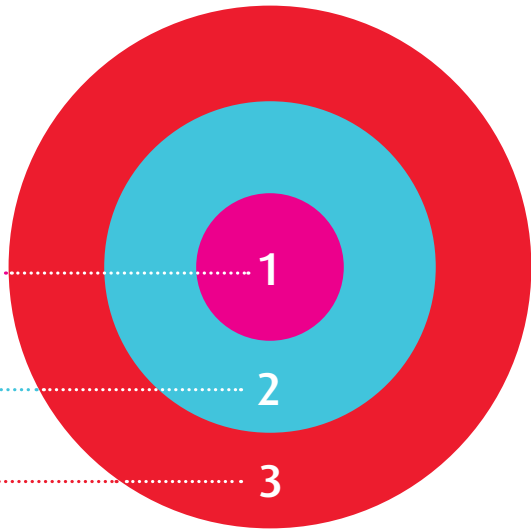
We can see many, many examples from across our global network of how leaders are able to understand complex problems and find ways to work with the right people to bring about positive change. The experience of becoming a LEAD Fellow not only empowers individual leaders with the confidence to act, it also connects them with a powerful network of other leaders working on similar or common issues. In our experience this sense of community and common purpose is an important catalyst for action.

Accordingly, LEAD makes a difference by delivering and supporting work in three main areas:

Developing a New Generation of Leaders

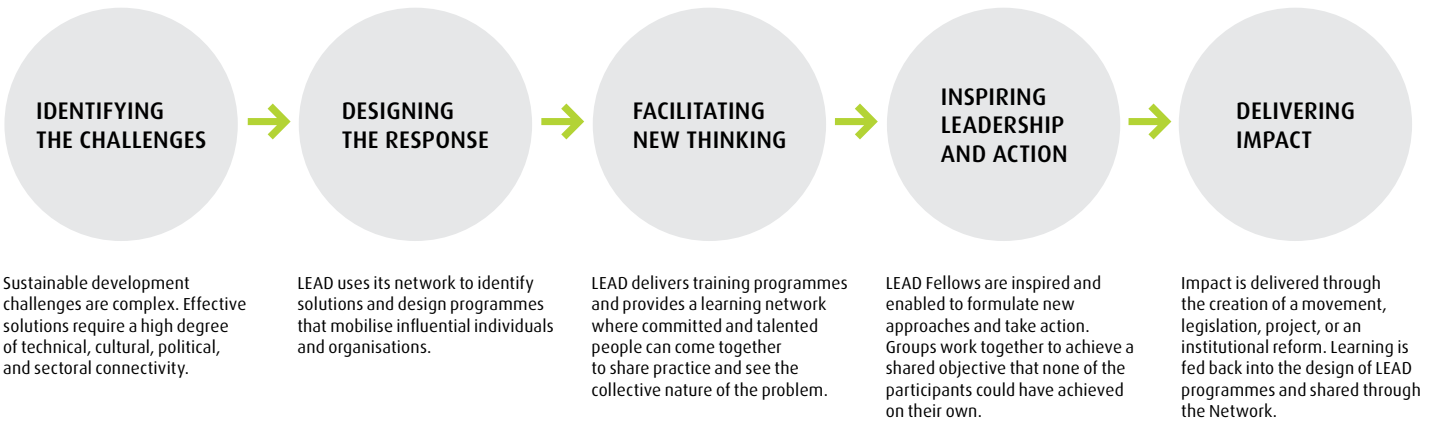
Building a Global Network

Enabling Action



## How LEAD delivers impact

While LEAD focuses on developing people, our underlying objective is to facilitate the emergence of practical actions and institutional change, across sectors, at the local, national and global levels.





# Developing a New Generation of Leaders



The path to a sustainable future, and the skills needed to negotiate the journey, requires inspired leadership from those capable of taking on the unique development challenges we are facing.

**LEADERSHIP DEVELOPMENT**

LEAD believes that good leadership is essential to sustainable development. Whether you are the CEO of a multinational business in Jakarta, or a local leader in Mumbai, Mali, or Manchester – we all have a crucial role to play.

LEAD’s mission is to train future leaders around the world in leadership skills and sustainable development. We do this through our Fellowship programme, other training and on the ground action-learning.

LEAD’s approach to learning is based on recognised adult learning methodology that is learner-centred, participatory, experiential and dynamic. Using a wide range of innovative training techniques, LEAD creates unique learning journeys in order to fully engage participants from different sectors and diverse cultural backgrounds.

**LEAD FELLOWSHIP PROGRAMME**

Since 1991, LEAD has identified and trained more than 2000 LEAD Fellows through our flagship Fellowship programme. We work

with ‘rising stars’ from all over the world to enhance their leadership skills and their understanding of sustainable development. Once they have completed our training programme, they are linked to our global network of Fellows for support and collaboration throughout their careers.

**OTHER TRAINING**

LEAD delivers short courses and bespoke training through our Member Programmes and other partners on specific topics related to leadership and sustainable development. Our 12 Member Programmes are led by dedicated, multi-lingual training and logistics staff. Each programme is supported by our network of Fellows and local partner organisations.

What makes LEAD stand apart from other training organisations is our wealth of experience in designing, developing, and implementing high quality training programmes for diverse international audiences. Our unique approach, global reach, and experience have made us renowned in the training field.

AS OF 2009, OUR NETWORK  
IS MADE UP OF

2063

LEAD FELLOWS ACROSS

90+

COUNTRIES

What does the Fellowship programme look like?

TRAINING METHODS	KNOWLEDGE	SKILLS	PERSONAL AWARENESS
<ul style="list-style-type: none"><li>— Personal development plans</li><li>— Coaching</li><li>— Leadership teams</li><li>— Field visits</li><li>— Thematic panels</li><li>— LEAD Action Projects</li><li>— Online learning/resources</li><li>— Dialogue and reflective practice</li></ul>	<ul style="list-style-type: none"><li>— National/Regional/Global development issues</li><li>— Governance systems</li><li>— Business principles</li><li>— Social entrepreneurship</li><li>— Strategies on sustainable development</li><li>— Regional integration dynamics</li><li>— Resource management</li></ul>	<ul style="list-style-type: none"><li>— Leadership principles and practice</li><li>— Building effective teams</li><li>— Public speaking and presentation skills</li><li>— Systems thinking</li><li>— Cross-cultural communications</li><li>— Ethical decision-making</li><li>— Scenario Planning</li><li>— Advocacy and influencing</li></ul>	<ul style="list-style-type: none"><li>— Who am I?</li><li>— What are my values?</li><li>— What type of future world do I want?</li><li>— What type of influence do I have on people and events?</li><li>— How can I increase my area of influence?</li></ul>



Developing a New Generation of Leaders

2009 LEAD FELLOWSHIP PROGRAMME

In 2009, 140 emerging leaders from around the world took part in our flagship Fellowship programme. Our participants are mid-career professionals and practitioners who have demonstrated leadership potential and a clear commitment to sustainability. We place a strong emphasis on ensuring our participants are from a range of sectors and countries – a large proportion are from developing and middle-income countries, particularly in Africa, Asia and Latin America.

The Fellowship programme builds leadership skills and explores aspects of sustainable development that are particularly relevant to the participants. In 2009, our participants worked on a range of issues in the following regions and countries:

**LEAD Anglophone West Africa** looked at environmental management and CSR; focusing on how to make a green new deal work for Africa.

**LEAD Europe** focused on advocacy and influencing around climate issues within the EU, as well as national processes and policies instrumental to moving towards low carbon societies.

**LEAD Brazil** examined personal and systemic leadership for greater climate security and action-oriented partnerships around adaptation, mitigation, and environmental education.

**LEAD Indonesia** looked at food security, sustainable production and consumption, particularly in the context of developing new green businesses within Indonesia.

**LEAD Pakistan** engaged with future scenario building to better understand the challenges they will face in years to come.

INTERNATIONAL SESSION

In November every year, participants of the LEAD Fellowship training programme have the opportunity to attend an International Session where they meet and engage with others undergoing the training in different parts of the world. The aim of the International Session is to increase knowledge and understanding of global sustainable development challenges, and the complexities of the various processes involved. It also gives participants the chance to work together, make friends and establish a global network of peers with whom they can continue to collaborate for years to come.

The 2009 International Session took place in Beijing, hosted by **LEAD China**, with the theme “Leadership and Climate Change: Impacts, Innovation, and Interdependence”.

Highlights from the event include:

**Shell Energy Scenarios:** participants explored possible future scenarios for the energy mix, and demonstrated how these scenarios can inform decision-making today.

**An Audience with Achim Steiner:** the Executive Director of the United Nations Environment Programme (UNEP) spoke to participants about the need for action on climate change.

**Skills development modules:** participants undertook training modules on negotiation, stakeholder engagement, getting our message across, and cross cultural competencies (CCC).

A diverse mix of **site visits** exposed participants to the challenges and opportunities faced by stakeholders who are engaged with initiatives designed to address different elements of the climate change challenge.

**Networking Fair:** from biodiversity projects to bhangra dancing, participants had the chance to share their work and culture with others.

**Working Groups:** enabled participants to interact with individuals from other regions, culminating in a compelling presentation that summarised the key learning from the event.



Site visit to the Miyum forest and watershed management project

IN 2009 LEAD TRAINED

140

LEAD FELLOWS FROM MORE THAN

30

COUNTRIES

Developing a New Generation of Leaders



PEI Champions ‘Communications and Influencing’ workshop



Oxford University-LEAD Climate Change Learning Exchange

OTHER TRAINING

Our bespoke training and short courses enable LEAD to provide opportunities to support participants and partners throughout our global network.

This year’s highlights include:

**LEAD Canada** hosted 14 training sessions across North America, involving our Fellows as trainers and facilitators to certify more than 160 participants in Global Reporting Initiative (GRI) training. In 2008, LEAD Canada became the first training partner in North America to provide GRI-certified training. Internationally GRI is recognised as the most widely used sustainability reporting framework.

In October and December 2009 **LEAD International**, **LEAD Francophone Africa** and **LEAD Southern and Eastern Africa** designed and delivered two workshops for the UNDP/ UNEP Poverty and Environment Initiative (PEI). The workshops, attended by government officials in Burkina Faso and Botswana, had two main aims: to gather and share information about key stakeholders and to help participants improve how they communicate the role of the environment in critical policy areas.

In August 2009, **LEAD Mexico** helped organise and facilitate a high-level workshop on Climate Change for Mexican Government Senators and their staff. The workshop aim was to widen their knowledge on the challenges and opportunities posed by climate change in the country.

In September 2009, **LEAD India** worked with the United Nations Global Compact Network (UNGCN), to deliver a three-day learning laboratory for senior corporate leaders. The session aimed to deepen participant knowledge and experiences of the UN Global Compact (UNGC), enabling improved strategies and commitments from their own companies as well the development of innovative ideas in response to the challenges and realities of implementing the UNGC principles in practice.

Contact the Leadership and Learning team at [info@lead.org](mailto:info@lead.org) or call us on +44 (0) 207 938 8711

Looking forward to 2010...

MARCH 2010: CLIMATE CHANGE IN THE MEDIA

In order to create greater awareness of climate change issues in the media, **LEAD Pakistan** organised a workshop for regional journalists in collaboration with the UK DFID, the Pakistani Ministry of Environment, the Commonwealth Foundation and the Pakistan Office of the United Nations.

APRIL 2010: LEAD IN AFRICA

In partnership with the Shell Foundation, LEAD is significantly expanding our work in Africa. By 2014 we expect to create eight new Member Programmes, bringing the total to 11. Together, we aim to select and train 500 leaders each year. **More on this exciting initiative on page 8.**

APRIL 2010: NEW EARTH LEADERS

New Earth Leaders is an initiative of a consortium of groups including the Earth Charter business task force from Holland and Brazil, Mutual Learning Journeys and **LEAD Brazil**. New Earth Leaders is a leadership and organisational development programme in which young professionals use the Earth Charter as a framework for solving business challenges sustainably. To find out more visit: [www.newearthleaders.org](http://www.newearthleaders.org)

JUNE 2010: CLIMATE ADVOCATES

**LEAD Europe** is facilitating a programme for ‘Climate Advocates’ from the British Council’s Challenge Europe Programme. This three-day residential event will focus on skills enhancement and peer-to-peer knowledge sharing between young entrepreneurs who have been selected from across Europe. The programme will also help them to develop skills in managing and delivering projects.

OCTOBER 2010: INTERNATIONAL SESSION

Our International Session this year will focus on Population, Climate Change and Development. Hosted by **LEAD Southern and Eastern Africa** in partnership with **LEAD International**, the United Nations Population Fund (UNFPA) and the Department of Social Development (South Africa), the session will take place in Port Elizabeth, South Africa from 31 October – 6 November 2010.



# In focus: Step-Change in Africa



“LEAD is an organisation where racial, social, economic and elitist barriers fall. In the LEAD Network, whatever their place in society, the Fellow can finally drop the mask and just be themselves. This is the place where the university professor discusses equally with a student, where the elected politician is comfortable with the journalist and reveals their heart and not their interest... LEAD is enriched by its diversity.”

Edmond Nanoukon, EVERYTIC, Benin, LEAD Francophone Africa Fellow



## From 50 to 500: Creating a Step-Change in African Leadership

“I dream of the realisation of the unity of Africa, whereby its leaders combine in their efforts to solve the problems of this continent. I dream of our vast deserts, of our forests, of all our great wildernesses.”  
Nelson Mandela

When Nelson Mandela wrote these famous words he foretold the great need for leadership in Africa – to promote peace, equality, and sustainability throughout a continent which looks to face some of the most disastrous effects of climate change. The vast deserts, the forests, the great wildernesses... all are threatened alongside the livelihoods of millions of people.

Green shoots of hope for a better future are emerging across Africa, and leadership is critically important so that these first steps can result in solid, sustainable development. Poverty and environmental degradation still blight the lives of millions and emerging threats such as climate change and rapid urbanisation present major challenges. Political leadership is of course a necessity, but equally good governance in all sectors and at all levels of society is crucial to Africa’s future.

Even in recent turbulent economic times, many African economies have demonstrated resilient growth and it is imperative to ensure that the continent’s leadership is ready and able to meet the economic and societal challenges ahead.

LEAD believes that people are the key to change, and that in order to achieve lasting and sustainable development in Africa it is necessary to invest in leadership. We have already witnessed the amazing impact our existing 400-strong LEAD Fellows in Africa have achieved both individually and as a collective. However, the challenges of today call for a step-change in Africa’s leadership. We need not just hundreds, but hundreds of thousands of individuals working together for a better future.

Starting in 2010, in partnership with the Shell Foundation, LEAD will be developing many more leaders in Africa. Like our existing Fellows they will be leaders with energy, initiative, ideas and a new perspective and resolve to find sustainable solutions to African challenges.

By 2014, the LEAD Africa Fellowship Programme will aim to select, train and support 500 leaders every year. As always, we will find the best and the brightest from all sectors of African society. Through the training and development programme they will experience will focus on finding solutions to global and regional issues, from governance to climate change and will equip an outstanding group of individuals with the skills to be exemplary leaders.

### ABOUT THE PROGRAMME

Launched in Senegal and Nigeria in March 2010, the new LEAD Africa Fellowship Programme identifies emerging African leaders, aged between 25 and 40, from business, government, NGOs, academia and the media.

As is the case with all our Fellows, participants are accepted following a competitive application process. Selected candidates need to be at the right point in their career path to respond to, and deliver, change. Each participant has a personal development plan to expand their leadership abilities.



Participants from the Senegal training programme engaged in a group activity

Initial training consists of two intensive modules each lasting one week, as well as a web-based learning platform. This will also provide opportunities for interaction with other African leaders. The participants will also be expected to attend a pan-African training session, and the best performing participants will be invited to attend a global session arranged by LEAD International.

The ultimate objective in training this network of leaders is to achieve more impact in sustainability. Upon completing the programme LEAD Fellows make a commitment to take action and deliver change, individually or collaboratively, for sustainable development.

Using an initial investment of up to \$12 million from the Shell Foundation, the founding partners will seek to bring in other partners and create an endowment fund of \$50 million. The objective is to make the programme self-sustaining and able to spend \$2 million per year in perpetuity.

Contact our Development Team at [info@lead.org](mailto:info@lead.org) or call us on +44 (0)207 938 8711



# Building a Global Network



LEAD is a global network of leaders working individually and collectively to deliver action for a more sustainable world. Today there are more than 2,000 Fellows, whose personal and professional contributions are informed by a shared commitment of what it means to be a responsible leader.

*"LEAD instilled in me the confidence and sense of responsibility to influence the world for a better tomorrow."*  
Archana Godbole, LEAD India Fellow, Founder and Director of the Applied Environmental Research Foundation

LEAD's Member Programmes manage the LEAD Network at a national and regional level. They also play a key role in coordinating and mobilising Fellows around our thematic issues including: Climate Change, Business and Sustainability, Environment and Livelihoods, and Sustainable Cities. These focal areas encourage knowledge exchange between LEAD Fellows, research institutions and other organisations outside the LEAD Network.

LEAD International supports the LEAD Network by providing a global online platform, strategic direction and the development of exchange programmes. Based in London, LEAD International also coordinates and supports communication between Fellows, providing news and updates about Fellows' work and achievements. It also shares the results of Fellows' research activities and communicates professional opportunities to the network as a whole.

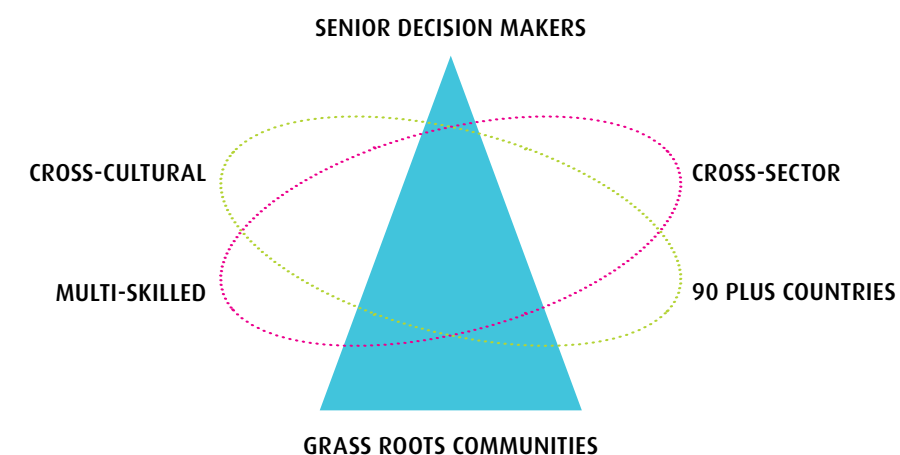
A global sustainability network for leaders, professionals and practitioners

## LIFE-LONG LEARNING AND CAREER SUPPORT

Once an individual completes the Fellowship programme, they become a member of our global LEAD network. The network provides links to a community of passionate, knowledgeable, and like-minded peers. These connections support and help Fellows advance their work in their own countries, enable links between local and global issues in sustainability, and strengthen both South-South and South-North collaboration.

## CONTRIBUTING TO GLOBAL DEVELOPMENT

Over the years, our network has grown into a dynamic and diverse community of practice. Our Fellows have worked to address environment and development challenges in their capacity as both policy makers and practitioners. As a collective intelligence, the network is able to speak with understanding and authenticity about the complex challenges of achieving sustainable development. LEAD harnesses this intelligence by convening targeted consultations, interactive events and dialogues with a range of private and public sector partners.





LEAD Network  
highlights from 2009...

REGIONAL NETWORK ACTIVITY

**Fellows in Benin** delivered a successful workshop around climate change using case studies from activities undertaken throughout the LEAD Africa network. The association is now preparing a national report on climate change and is also working on local eco-health projects.

**Fellows in Europe** from our 2008 training cohort have formed a community interest company, ‘GreenMinds’, through which they will work together on cross-sector projects for sustainability. Their initial projects have included an event at the Tate Gallery called ‘Arts & Climate Change’ and a study visit to Ethiopia. The aim of this visit was to interview representatives of NGOs, government and the private sector about their knowledge and views on climate change and their ideas for an environmental strategy for Ethiopia.

**Fellows in Pakistan** organised an educational visit for Fellows and their families to the Margalla Hills, a conservation area which surrounds Pakistan’s capital city. The aim was to highlight and raise awareness for the conservation of national parks within Pakistan. LEAD Fellows were joined by professionals from the Forest Department of the Capital Development Authority in a dialogue about flora and fauna and the importance of the National Park.

GLOBAL NETWORK ACTIVITY

**Oxford University-LEAD Climate Change Learning Exchange**  
In October, the Environmental Change Institute (ECI) at Oxford University partnered with LEAD, to run an interactive symposium on climate change. The event brought ECI students and staff together with Fellows from across LEAD’s global network. The exchange provided a forum in which the latest climate change research was discussed alongside in-field experience from our Fellows. This event also provided an opportunity for graduates to work with more experienced practitioners in sustainable development.

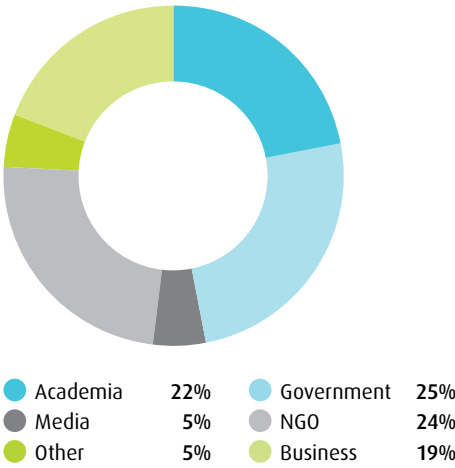
The interactions between Fellows and students were dynamic and engaging and resulted in a number of action research collaborations. These include investigating the feasibility of crop insurance for small farmers in Malawi, exploring the role of local communities in REDD (reducing emissions from deforestation and forest degradation) programmes in Brazil, and an initiative that will use GIS (Geographic Information Systems) to map environmental degradation in China. Some of the collaborations will be supported by small grants from LEAD Pakistan through CLAN. **More on CLAN on page 13.**

According to Rohitesh Dhawan, an ECI Masters student, the learning exchange “highlighted the importance and provided a process for generating research ideas for the pertinent needs and realities on the ground”.

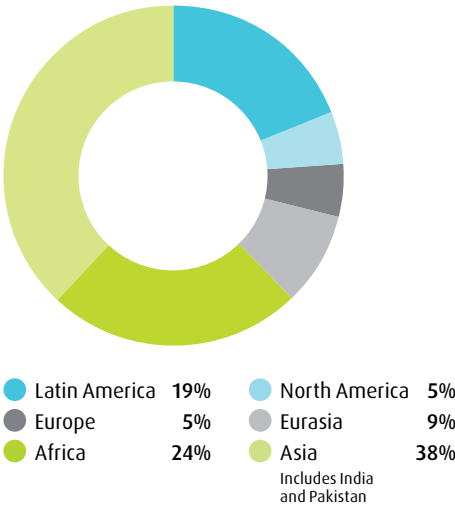
LEAD Environment and Livelihoods Network (EAL)

In 2009, LEAD Brazil became the focal point for a new network within LEAD on EAL. The first project launched by this network is a partnership between LEAD and the International Institute for Environment and Development (IIED). Together with IIED, LEAD will collate a selection of case studies on environmental mainstreaming from within the LEAD network and produce a resource book.

LEAD Fellows by Sector



Regional Representation



LEAD Online Community

In 2009, LEAD launched the LEAD Online Community. This is a web-based platform that has been designed to encourage greater connectivity and collaboration between Fellows in different regions. LEAD sees social networking as vital for sustainability – knowledge exchange and access to information should not have to come at a cost to the environment.

The platform is dynamic and includes a discussion forum, an interactive events calendar, community space for sharing multimedia and other resources, as well as working groups for Fellows to collaborate. We currently have a broad range of working groups on topics such as: Gender and Climate Change, Arts for Development, Water and Sanitation, Fair Trade and Green Economy, and Parenting and Sustainability.



LEAD Fellow Gray Munthali discusses climate change and weather cycles in Malawi with ECI students



LOOKING AHEAD 2010 –  
STRENGTHENING THE LEAD NETWORK  
LEAD Climate Leaders Action Network (CLAN)

Following on from the successful learning exchange with Oxford University, LEAD launched the Climate Leaders Action Network, LEAD CLAN, which is managed by LEAD Pakistan. This global network will leverage the expertise and commitment of LEAD Fellows to form a network for collective climate action. The network will also feed directly into the work of a new Climate Change Knowledge Network, funded by the UK government, which LEAD is playing an active role in.

Measuring Our Impact

A new multi-donor initiative, The Leadership Programme: Developmental Leaders Elites and Coalitions (LPDLEC), is bringing together international development policy makers and researchers to generate appropriate policy and operational messages for the international community on the central role of leadership in institution and state building for the promotion of security, stability, economic growth and inclusive social development.

From 2010, LEAD will be working with the LPDLEC to understand the reasons that facilitate or frustrate the emergence of developmental leaderships and coalitions. Together, we will draw on a range of current and retrospective case studies from the LEAD Network. The core purpose of this new research collaboration is to understand how investment in leadership is critical in enabling sustainable development to happen. LEAD and the LPDLEC will use the research to inform how best to support the emergence of developmental leadership and provide quality inputs to development policy. This research programme also provides LEAD with an exciting opportunity to measure and evaluate the broader impact of our programmes.

Contact our Network and Communications Team at [network@lead.org](mailto:network@lead.org) or call us on +44 (0)207 938 8711



# In focus: Fellows Creating Change



“I believe that in order to have a just and sustainable world we need to encourage and empower youth, the poor and all vulnerable groups to be the agents of change. Although sometimes frustrating and time-consuming, in order to move towards a better world, it is essential that these groups actively inform multi-stakeholder dialogues in every sector. LEAD has given me the constructive spirit to look forward.”  
Yuyun Ismawati

Yuyun receiving the Goldman Prize

## Managing Waste and Inspiring Change

Yuyun Ismawati, LEAD Indonesia Fellow, Founder of Bali Fokus, Goldman Prize recipient 2009

### CHALLENGE 1

Poor waste management is a critical issue across many developing countries. In Indonesia, inadequate government-led services collect only about 30–40 per cent of the waste produced, mainly servicing communities with higher incomes. Environmental engineer and single mother of two, Yuyun Ismawati worked for years designing rural and city water supply systems but felt that her skills and knowledge were not reaching the communities who were most in need of sustainable and safe waste management solutions.

### ACTION 2

Emphasising the importance of engaging local communities in waste management, Yuyun developed a number of models to build capacity within organisations to respond to the needs of poor communities across Indonesia. In 2000, she founded her own NGO, Bali Fokus, to help disseminate and replicate community-based models. In 2003, she initiated a solid waste management programme in Gianyar, Bali, training local communities to run their own waste facilities. In 2004, she developed the “decentralised solution initiative” which trains local women in low-income urban areas in practices such as recycling and composting household waste.

### IMPACT 3

The waste facility in Gianyar now employs 40 local residents and receives carbon credits from the voluntary market to support its sustainability. In addition, income from the sale of recyclable materials and compost benefits local farmers. The “decentralised solution initiative” now involves 500 households and has halved waste in the participating villages. Women have also been able to generate income by selling their compost at local markets. Yuyun has been awarded the prestigious Goldman Prize, which honors grassroots leaders who undertake extraordinary actions to protect the environment.



“The experience of being a LEAD Fellow has been extremely valuable, both to rethink a number of sustainability-related issues, and because of the peer-support that the network brings. Such a level of peer-support has been difficult to find, especially when working in remote settings, and so I greatly appreciate what the LEAD programme has added to my network, connections, and colleagues.”  
Marc Foggin

Namche Barwa mountain in eastern Tibet, at the eastern end of the Himalayas

## Hope for the Future in the Tibetan Plateau Region

Marc Foggin, LEAD Canada Fellow, Founder and Director of Plateau Perspectives

### CHALLENGE 1

The vast highlands of the Tibetan Plateau have been the home of Tibetan pastoralists for thousands of years, and they also provide habitat for a unique assemblage of wildlife species, many recognised as internationally rare or endangered. The region is disproportionately affected by climate change with many of the Tibetan glaciers now melting away. Through the plateau’s rivers and watersheds, climate change will soon affect not only local Tibetan communities but also agricultural production throughout Southeast Asia.

### ACTION 2

Marc is committed to building the capacity of local communities and organisations in the Tibetan Plateau to promote sustainable livelihoods and protect the natural beauty of the area from the harmful effects of climate change and environmental degradation. In 1998, Marc founded Plateau Perspectives, an NGO focused on building capacity within the Tibetan Plateau region at the grassroots level. Gongbo Tashi, a LEAD Fellow from China, joined Marc in 2007. Their focus is to engage local communities, NGOs and government leaders to promote education and environmental awareness as well as to enhance the provision of social services, leading to more community-based conservation. Since starting, they have established community health centres; trained village doctors and women’s health workers; built village schools and trained teachers on conservation awareness; delivered veterinarian training for animal health workers; and installed wind powered water pumps.

### IMPACT 3

Plateau Perspectives community health initiatives have succeeded in training over a hundred village doctors and twenty-four female health workers who are specialized in maternal and child health. The best of these health staff are now working in newly established village health centres. Their environmental education initiatives have led to the establishment of community-based protected areas (PAs) and several wildlife monitoring teams. Through such capacity building programmes, Plateau Perspectives has effectively implemented and demonstrated the viability of a more people-centred approach to conservation, ‘community co-management’, and thus has helped advance sustainable development in the Tibetan Plateau region.

[www.plateauperspectives.org](http://www.plateauperspectives.org)



# In focus: Fellows Creating Change



## Enabling Community Adaptation to Climate Change

Thais Corral, LEAD Brazil Fellow, Corordinadora General REDEH, and Daniele Cesano, LEAD Europe Fellow, Founder at CO2nnect

### CHALLENGE

1

The poorest areas suffer most from climate change because they do not have adequate infrastructure or the human and technical capabilities to cope with ecological change at the local and regional level. Semi-arid environments are particularly vulnerable to climate change impacts. Their economies are often based on pasture and subsistence agriculture but they lack one of the most essential resources: water. Climate variability will continue to increase in the coming years.

### ACTION

2

Thais and Daniele looked to develop methods to help communities adapt to climate change. In 2006 they developed and launched the Pintadas Solar pilot project in Pintadas, Northeast Brazil. The project sought to harness technology to enable adaptation and ensure food security without destroying the local ecosystems. It focused on using solar energy to pump water and provide efficient (low water usage) irrigation systems and encourage food production. The project set out to avoid the traditional mistakes of development projects such as technocratic, top-down interventions and a focus on building large-scale infrastructure.

### IMPACT

3

The project has fostered an integrated development approach to community adaptation and mitigation to climate change by enabling appropriate use of water efficient and clean energy technologies. The project has improved agricultural practices, enhanced food security and generated income. In 2008, this initiative was granted a SEED (Strategic Entrepreneurial Economic Development) award which has enabled the project to scale up its scope and impact. The project has also received the UN Habitat Best Practice award.

“The project was started by two LEAD Fellows during a LEAD meeting in the UK in 2003. Therefore LEAD has first of all created the framework within which such cooperation could happen.”

Thais Corral



Above left: Adapta Sertao promotes and disseminated efficient irrigation systems in the region. Above: Installation of one of the drip irrigation kits



“The LEAD training experience both at the local and international levels became, for me, a strong synthesizer and a binder for the preparations I had had earlier in various areas of engineering, information technology and management, making it easier for me to now better use what would have remained loose ends in their proper combination for seeking sustainable solutions to environmental challenges.”

Adeolu Odusote

A truck load of freshly harvested cassava

## Alternative Energy: Ethanol from Cassava

Adeolu Olanrewaju Odusote, LEAD Anglophone West Africa Fellow, Executive Director Crownnek Green Energy Limited

### CHALLENGE

1

Despite substantial petroleum resources, Nigeria has not been able to share the benefits of this natural endowment with its poorest and most vulnerable communities. At the same time, petroleum products are fast becoming less acceptable because of high levels of carbon emissions. Alternatives to fossil fuel-based energy sources, such as energy from crops, are sorely needed. However, the use to grow crops for energy needs to be balanced so that the nation’s food and water security is not compromised.

### ACTION

2

In collaboration with other entrepreneurs, Adeolu Odusote, a mechanical engineer with a passion for the environment, has devised a scheme to establish whether ethanol (an energy alternative to the petroleum products from fossil fuel) can reduce Nigeria’s dependence on crude oil. Together with colleagues, Adeolu is involved in growing and processing large cassava farmlands yielding ethanol. But these are no ordinary farms: the plantations are carefully developed so not to compete with food production while sustainable management practices ensure that ecosystems, communities’ living spaces and water supply are all secured. A 10,000 hectare farm is presently being developed as a pilot effort. This farm is in Ekiti State, in the country’s south western region.

### IMPACT

3

The \$122 million project is the first Nigerian ethanol facility to commence production, and uses cassava as a feedstock. The project has started to make more people aware that there are other ways of getting energy apart from crude oil, and is also showing that cassava sources for ethanol should not come from farms producing cassava for food, but from non-food farms and from supervised outgrowers organised for this purpose. Critically, Crownnek Green Energy provides an innovative and scalable business model for alternative energy generation.





# Enabling Action

The LEAD programme aims not only to create change in individuals but also to achieve a positive impact in communities, organisations and countries across the globe. We deliver this impact through working together with our Fellows and partners around the world.

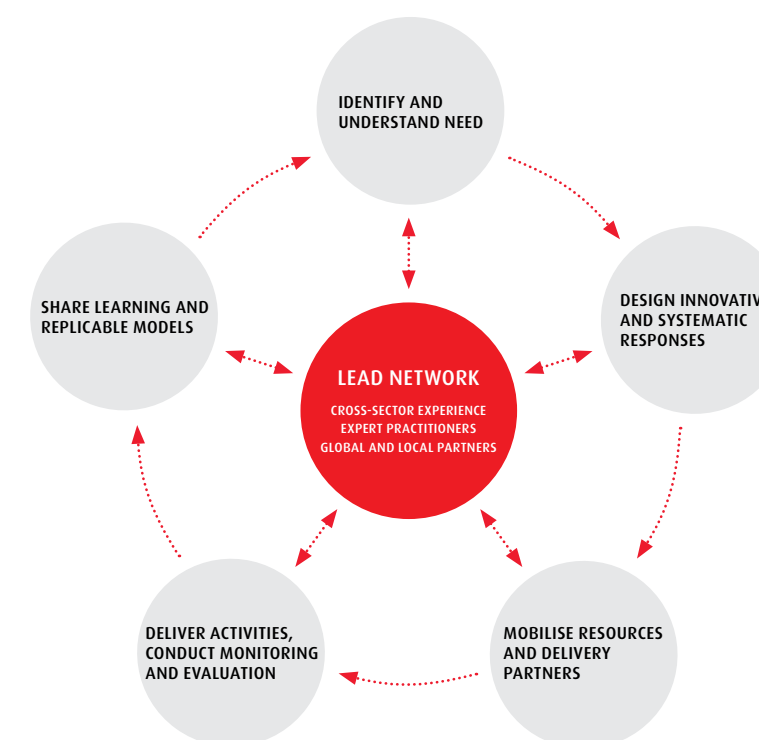
**“LEAD is about being with the right people, in the right place, at the right time.”**  
Klaus Niederlander, Center for the Development of Enterprise, Brussels, LEAD Europe Fellow

Image left: Workshop organised by IBENS, IBio, and Associação Flora Brasil with the Pataxó indigenous community in Bahia, Brasil

The LEAD network enables us to understand challenges and identify solutions that are informed by the experience of Fellows and staff who have deep understanding of the issues and local context. LEAD works collaboratively with a wide range of partners to deliver international programmes at the local, national, and regional level. As an international network LEAD also works collectively to tackle critical global issues such as climate change.

LEAD works with organisations to deepen their understanding and commitment to engage with sustainability challenges. We provide field-based learning opportunities for business leaders to learn about sustainable development first-hand, and understand how communities in a developing country are responding to these challenges. In our experience profound learning often comes through personal contact with issues and individuals that are outside of participants’ normal frame of reference, the field challenge provides this unique learning environment.

LEAD’s process of learning, design and action:



At the heart of all our programmes is the interaction between learning and development impact. LEAD believes that change comes from individuals and whether we are engaging with a private sector company on building sustainable business models, or promoting climate change awareness to media professionals in Africa, individual and collective leadership development always remains the key driver in enabling effective and sustained action for change within our work.

**LEAD is open to partnership and collaboration ideas from all sectors. We invite you to contact the Development Team at [info@lead.org](mailto:info@lead.org) or call us on +44 (0)207 9388711 for more information.**



# In focus: Delivering Global Impact



## Working with communities

### POST-TSUNAMI BRIDGING LEADERSHIP PROJECT: ACEH, INDONESIA

Managed by **LEAD Indonesia** and **LEAD International**, the Bridging Leadership Project (BLP) addresses the need for effective leadership and public participation as an essential part of decision making for reconstruction of the areas affected by the tsunami in 2004. There are more than 12 LEAD Fellows involved in the management and delivery of this programme.

The communities affected by the tsunami face significant challenges in working with government and other agencies to ensure that development reflects the wishes and priorities of the people who live in the region. Leadership plays an important role in providing a voice for everyone affected by the tsunami.

Through in-depth training and the ongoing support of our network, this project seeks to build the capacity of local young leaders to ensure that future development processes will be in the hands of responsible, democratically minded and environmentally conscious leaders.

By harnessing the expertise and knowledge of our Network, LEAD enables action around the world through innovative projects and partnerships.



### BUILDING SUSTAINABLE LIVELIHOODS ON THE TSUNAMI-AFFECTED NICOBAR ISLANDS

A consortium of groups including **LEAD International**, **LEAD India** and The Covenant Centre for Development (CCD) has come together to help farmers and other groups on Great Nicobar Island, which was badly hit by the 2004 tsunami. The group aims to help develop sustainable livelihoods for communities affected by the tsunami. It will promote community enterprise activities, encourage better natural resource management and encourage communities to adopt cleaner technologies. The project will also support and facilitate fuller participation and involvement of community representatives in decision-making processes on Great Nicobar Island. The project is being run by **LEAD India** Fellow Muthu Velayutham.

### CAPACITY BUILDING FOR COMMUNITY FISHERIES IN THE CAMPOS BASIN (RIO DE JANEIRO STATE)

Throughout 2009, LEAD Brazil worked with an NGO SOMA-Development and Environment with the aim of building the capacity of artisanal fishermen in Bacia de Campos in the state of Rio de Janeiro. The project consisted of workshops and field work from May to December.

### BUILDING CAPACITY FOR CLIMATE CHANGE, SENEGAL AND MALI

2009 has been eventful in terms of activities in Bakel, Senegal, where **LEAD Francophone Africa** is currently running three projects which deal with climate change, the value of wetlands, and Sustainable Land Management (SLM).

Under the UK DFID funded Building Capacity for Climate Change in Southern and Western Africa project, radio broadcasts are being produced in local languages to raise mass awareness on climate change impacts, responses and the rights of the communities to adaptation. In addition, discussions on climate change and land management are being facilitated at the village level through Climate Response Committees and community demonstration projects which provide interactive learning on irrigation, afforestation and diversified cropping. LEAD also delivers in-depth adaptation training for farmers, ranchers, elected officials, young people and women’s groups.

With financial support from the British Embassy in Dakar, LEAD ran two high-level workshops on adaptation and capacity building for political and civil-society leaders in Bakel (Senegal) and Kayes (Mali). Both workshops were followed by a sub-regional forum which gave rise to a network of political and civil society leaders in three countries: Mali, Senegal and Mauritania.



## Supporting Sustainable Business

In 2009, **LEAD Indonesia** partnered with BNI 46 (Indonesia’s first state owned bank) on a project entitled “Developing Sustainable Business.” LEAD Indonesia, using the expertise of the LEAD Network, assisted BNI 46 in developing its sustainability strategy, advancing their ambition to be pioneers in green banking.

By the end of the project, BNI 46 had reformulated its vision toward sustainability, built a road map towards green banking, and produced its first sustainability report. As a result of this work, BNI 46 has received wide recognition from the business community, and been awarded the Asia Responsible Entrepreneurship Award (AREA) for Green Leadership and Community Engagement by Enterprise Asia (a non-governmental organisation in pursuit of entrepreneurship development). Additionally, LEAD Indonesia has now built a strong reputation for assisting business with creating sustainability policies and will engage with a number of new partners during 2010.



## Policy and Governance Input

In 2009, **LEAD Anglophone West Africa** contributed to a number of panels and consultative processes including the International Conference on E-waste control under the auspices of the National Environmental Standards and Regulations Enforcement Agency of the Federal Ministry of Environment, Nigeria. They also participated in the Inaugural National Climate Change Roundtable in Nigeria as part of the Special Climate Change Unit of the Federal Ministry of Environment, Nigeria.

At the end of 2009, **LEAD Mexico** coordinated the development of a sustainability agenda for the Metropolitan Area of the Valley of Mexico, a project funded by the Sustainable Development Dialogues Programme of the UK Department for Environment, Food and Rural Affairs (DEFRA). The project aims to set a “green agenda” across federal and local governments (Mexico City, State of Mexico and Hidalgo State) in order to help the region face present and future challenges posed by climate change.

In early 2009, **LEAD Commonwealth of Independent States** was awarded a Presidential Grant to deliver a series of workshops on “Public diplomacy for Russian and neighbouring states citizens’ adaptation to coming climate changes”. The project covers Russia, Ukraine, Kazakhstan and Mongolia and aims to bring key decision makers and policy influencers together to discuss the local and regional impacts of climate change, and the opportunities for policy integration. Initial workshops took place in April and August.



## Research Programmes

**LEAD Francophone Africa** has developed a large scale research programme with Canada’s International Development Research Centre (IDRC) on how ICT (Information Communication Technology) can best be used for, natural resource management and local development. The programme started early in 2010 and will run for three years. It will focus on how Participatory Geographical Information Systems (PGIS) can contribute to the improvement of natural resource management in local development. While the main partnership is with IDRC, the programme also involves other partner institutions and organisations in countries such as Senegal, Malawi, Rwanda, Kenya, Benin and Tunisia, where the research and activities will take place. **LEAD Southern and Eastern Africa** will be running the project’s activities in Malawi.



# In focus: Tackling Critical Challenges: Climate Change



With our partnerships, expertise in leadership development and the support of the Fellows Network, LEAD is well placed to play an important role in enabling action and political transformation on climate change.

Climate change is a global challenge that requires immediate individual and collective action. However, while this is a threat that we all face, it is the poor and vulnerable – those least responsible for causing the problem – who will be most adversely affected. At its root, climate change is an issue of social justice that can only be solved by global cooperation. Leadership will be the critical factor in stimulating the necessary response.

## Climate and Development Knowledge Network: CDKN

LEAD is part of an international consortium led by PricewaterHouseCoopers that is designing and delivering the UK Government funded CDKN. The objective of the Network is to provide developing countries with access to high quality, reliable and relevant information on climate change and development. The project will include knowledge management, research, and technical assistance to support policy making and practice in areas such as climate adaptation and low carbon development. The CDKN will also strengthen developing country research capacity and climate change knowledge systems through capacity building and partnerships.



Climate Leader Kallol Roy leading a public forum on climate change

## Climate Leaders Programme

Climate Leaders is an innovation programme focused on enabling systematic solutions to climate change, and was initiated by LEAD India in 2009. The initial project, in two Himalayan regions, was intended to serve as a pilot and to develop a model that could be replicated in other countries. The aim was to simultaneously enable local action and inform national policy on climate change.

In partnership with local organisations and Regional Advisory Councils run by LEAD Fellows, LEAD India identified and recruited 60 committed and talented individuals from the grassroots level to become Climate Leaders.

Over a period of nine months, LEAD took this group through an intensive programme of leadership development, training and individual mentoring to help them develop case studies on how climate change is affecting the Himalayan mountain ecosystem, and enable them to design and lead community-based responses.

Building on this pilot, LEAD is now seeking partners and support to scale-up this programme throughout the global LEAD Network. The aim is to create a global network of Climate Leaders who are taking a range of innovative actions and can inspire others to do the same.



Live at COP15 screening in Bakel, Senegal

## African Leadership and Climate Change: LIVE at COP15

LEAD Africa worked throughout 2009 with the Danish Embassy in Johannesburg, and the Danish foreign ministry, to deliver the African Leadership and Climate Change programme in the run up to COP15 in Copenhagen. The programme included the production and dissemination of briefings at various pre COP events; a leadership panel in Addis Ababa in partnership with UNEP/AMCEN, and also a series of successful LIVE screenings and conferences from Copenhagen to various locations across Africa (Senegal, Cote D'Ivoire, Malawi, and South Africa). These activities have led to a series of recommendations for further initiatives, which are currently being developed with LEAD Fellows and partner organisations.



LEAD Pakistan associates participate on future scenario building exercise

## Corporate Summit on Climate Change

In February 2009, LEAD Pakistan, with the financial support from the British High Commission in Islamabad, organised the first Corporate Summit on Climate Change. This event was a unique opportunity for the country's business community to discuss climate change concerns and share knowledge, experiences and best practices. Renowned international speakers delivered presentations on climate action including focus sessions on: developing effective private-public partnerships, communicating climate change to stakeholders, and emissions reductions strategies.

## Climate Smart Leaders Programme

In February 2010, LEAD Indonesia launched the Climate Smart Leaders Programme. The goal of the programme is to create a network of ecologically-minded young people (aged 15–24 years) from the country's cities.

Participants have been invited to submit a project under one of the following themes: Youth & Water and Energy, Youth & Green Business, Youth & Media, and Youth & Preserving Our Biodiversity. The authors of the best 24 project proposals will be selected to join a Climate Smart Leaders Camp to learn more about sustainable development, initiatives to combat climate change around the globe, and project management. After taking part in the Camp, the finalists will have three months to complete their project with support and coaching from experts. The winners will be announced in October 2010 with awards presented during Fauna and Flora Day on 5 November 2010. There are three categories of winners: The Best Initiative, The Best Impact, and The Best Outreach project.

“We have to wake up and prepare for climate change, which are not just two words, but a combination of looming disasters, food insecurity, water scarcity, and health problems...”

Ali Tauqeer Sheikh, CEO LEAD Pakistan and CDKN Regional Director for Asia





Sometimes the greatest challenge...  
...is overcoming what we think we know



Encouraging the business community to integrate sustainability into their business practices is essential to sustainable development. LEAD is well placed to help because of its skills in leadership training and the sustainability expertise around the world in the LEAD Fellows network.

**THE HSBC EXAMPLE**  
In recent years LEAD has worked with a number of businesses, including HSBC, a leading global bank. HSBC takes sustainability very seriously, and has developed a training programme for likely future leaders within the Bank that is designed to enhance their leadership skills and their understanding of why sustainability is important, relevant and a likely future business growth area. The training programme – known as the Next Generation Development Programme (NGDP) – involves teams of 12–15 future leaders from within HSBC spending 5 days with a LEAD Fellow working on a real-life sustainability challenge. The idea is to choose a challenge that is relevant to a banker (such as helping a local community in India develop a business plan to generate more income from sustainably managed medicinal plants), where their business skills can make a genuine contribution to the community concerned, and that will enhance their understanding of what sustainable development is all about.

The 12 in the team may come from any part of the Bank’s operations and will likely not know each other before the training starts. Once the training is over, the participants then have to spend the following months, using what they have learned and the relationships they have established with each other, working virtually on a business project that will be profitable for the Bank, preferably with a sustainability component built in.

It has been an extraordinarily successful programme, both in its goals of giving future HSBC leaders a better sense of sustainable development and a challenging experience, and in developing projects which have subsequently been successfully taken up by the Bank.

The programme has been run in both India and Brazil since 2007.

**Key elements:**

- Builds effective high performing global teams
- Heightens self-awareness and personal growth
- Equips leaders to understand and respond to key sustainability drivers
- Produces tangible benefits in local communities



NGDP Brazil –  
August 2009

In August 2009 the programme was held in Brazil for the fourth time. More than 80 HSBC executives from 22 countries participated. They were divided into five teams, and each team was given a different challenge.

2009 NGDP BRAZIL CHALLENGES

Location	Challenge
Cananeia – São Paulo State	Strengthen the financial sustainability of Cananeia Network Association
Ribeirao Preto – São Paulo State	Assist Mutirao Agroecology to promote and disseminate sustainable agroforestry principles and practices in Brazil
Guarujá, São Paulo Estate	Grow recycled products business and help access national and international markets
Guaraqueçaba, Parana State	Develop business plan for honey products in local communities and find ways to access regional, national and international markets
Itacare – Bahia	Improve financial sustainability of Instituto Floresta Viva

NGDP India –  
December 2009

In December 2009, the programme was run in India, with four teams and four challenges.

The NGDP programme gets constant star rating within HSBC. James Taylor, HSBC’s Director of Group Graduate and Next Generation Leadership Development said: “LEAD’s role has been crucial to making this one of our most successful leadership development programmes. The innovative use of sustainability experiences ensures our participants learn in an environment where the actions they take are real, with real implications and real results on real people and communities which is very powerful. It is an experience our leaders will never forget, and also generates a strong motivation to perform on their return to the office.”

In 2010, LEAD will deliver a further NGDP in Mexico.



NGDP participants working on a field challenge in Brazil

2009 NGDP INDIA CHALLENGES

Location	Challenge
Madurai	Develop a new business model for renewable energy products
Goa	Develop a community based tourism development plan
Nagpur	Work with villagers around Pench tiger reserve to design a marketing plan for non-timber forest products
Pune	Design a new model for integrated watershed development with a local Indian NGO





LEAD welcomes  
Maureen  
Akintayo

After 18 years with LEAD Anglophone West Africa (AWA), Professor Adeniyi Osuntogun has retired. Professor Osuntogun was honoured at a special dinner during the LEAD International Session in Beijing for his many years of dedication and service to the LEAD Network. We thank you Niyi, and wish you the best of luck in all future endeavors.

On 1 January 2010, Maureen Akintayo became the Diector of LEAD AWA. A LEAD Fellow, for 19 years, Maureen has developed and managed her own consultancy firm, specialising in capacity building for development.

After a successful career as the first Nigerian Human Resources Development Manager with the largest plastics manufacturing firm in West Africa (Metalloplastica Nigeria Ltd), Maureen successfully co-founded LAMID Consulting in 1989, an international management consulting firm, where she is Chairperson.

Maureen also has vast experience consulting for governments on development matters, under the auspices of international partners including: the World Bank, USAID, DFID, CIDA, UNIDO, UNICEF, AFRICARE and the Ford FOUNDATION. Maureen was the first woman in Nigeria to be certified in 1994 as Lead Trainer/Consultant on the UNCTAD global flagship entrepreneurship development program – EMPRETEC (also known as Enterprise Africa) – which is available in over 30 Countries in Africa and Latin America. She has also assisted the South African government, under former President Nelson Mandela, to formulate an all-inclusive policy for an SME-driven private sector.

Upon accepting her position at LEAD Anglophone West Africa, Maureen says she is committed to strengthening the relationships of Fellows across Africa and has placed significant importance on re-engaging older Fellows through the use of new technologies and social media.

Maureen is married to Richard Akintayo, a former Permanent Secretary in Lagos State, Nigeria. They have four children.

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